



# TEXAS YOUTH COMMISSION

## STRATEGIC PLAN FOR FISCAL YEARS 2003-2007





# Agency Strategic Plan

For the Fiscal Years 2003-2007 Period

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## TEXAS YOUTH COMMISSION

June 17, 2002

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# Executive Summary

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The Texas Youth Commission (TYC) is the corrections agency responsible for rehabilitating what are generally the state's most violent and chronic delinquent offenders. The TYC mission is to protect the public, habilitate youth to become productive citizens, rehabilitate delinquent youth and help prevent delinquency.

TYC meets its mission through a continuum of services provided in state-operated or privately-operated institutions and community settings. We help prevent delinquency through information provided on the TYC prevention website and through the provision of technical assistance to communities interested in preventing delinquency and providing programs to keep youth out of trouble.

During this planning period, TYC worked with the Texas Juvenile Probation Commission (TJPC) to develop a FY 2002-2003 Coordinated Strategic Plan. That coordinated plan is reflected in the agency's strategic plan. This strategic plan also directly supports Planning for Progress: The Statewide Strategic Planning Elements for Texas State Government. TYC programs influence 26 statewide benchmarks identified in the Planning for Progress document.

Youth are sent to TYC by judges for mostly felony-level crimes that are committed between the ages of 10 and under 17 years of age. New commitments from judges increased 50 percent from FY 1995 to FY 1998, then declined 25 percent from FY 1998 to FY 2001. Criminal Justice Policy Council projections predict a slight but steady increase in commitments over the FY 2003-2007 period.

About 90 percent of commitments are boys; 10 percent are girls. The percentage of Anglo new commitments, which remained below 20 percent for FY 1992 through FY 1995, increased to 26 percent in FY 2001. The percentage of African-American new commitments decreased from 42 percent in FY 1992 to 34 percent in FY 2001. The percentage of

Hispanic commitments has remained between 38 percent and 43 percent for the past 10 years (39 percent in FY 2001).

Almost all TYC youth present severe instructional challenges, many not having attended school for some period of time prior to commitment. When tested initially at the orientation and assessment unit, on average, TYC youth are four to five grades below their expected grade level. Between forty-five and fifty percent are classified as special education students.

TYC assesses the risk and needs of each youth to make placements in appropriate programs. Two major categories of priority populations within TYC are offenders with a high risk of committing future serious delinquent or criminal acts, and offenders with special needs. Offenders considered to have the highest risk of committing future serious acts are violent offenders, chronic serious offenders, controlled substances dealers and firearms offenders. Commitments for these high-risk youth ranged between 38 and 53 percent for the last 10 years (44 percent in FY 2001).

In FY 2001, 82 percent of youth committed to TYC needed specialized treatment in at least one of these areas: for sex offense behavior, for chemical dependency, for emotional disturbance, for serious violent behavior or for mental retardation. Specifically, 54 percent of commitments were chemically dependent, and 48 percent had a serious emotional disturbance. About 10 percent (9.7 percent) were sex offenders, 18 percent needed treatment for serious violent behavior, and 2 percent had mental retardation.

As part of the TYC external assessment, panels were convened to discuss future needs for juvenile offenders. The panels predicted that due to a lack of local resources, the youth sent to the state juvenile system will continue to arrive with a high level of need for specialized treatment services.

The TYC juvenile corrections regimen is carried out in a highly structured 16-hour day environment. The agency's comprehensive rehabilitation program called Resocialization is based on four cornerstones: correctional therapy, education, work and discipline training. These cornerstones are assessed in three primary areas: Academic/Workforce Development, Behavior, and Correctional Therapy, known as the ABC's of Resocialization. TYC holds youth accountable by requiring that they demonstrate achievement in each phase of the Resocialization program

TYC is able to hold youth accountable, because the state has provided funding for additional beds in which to hold youth for longer periods of time. Since 1995, TYC has added 2,784 state-operated beds. TYC's average daily population in correctional programs more than doubled from 1993 to 2001. Because our existing residential capacity is projected to meet current commitment numbers, TYC will not need to construct additional beds for the Fiscal Year 2004-2005 period.

TYC recently completed its 2001 Review of Agency Treatment Effectiveness, which demonstrated reductions in recidivism for the most serious criminal offenses. The review found improvements in the past five years on each of the following recidivism outcome measures: (1) One-Year Rearrest Rate for a Violent Offense, from 11.2 percent to 8.7 percent; (2) One-Year Rearrest Rate for a Felony Offense, from 36.9 percent to 31.1 percent; and (3) Three-Year Reincarceration Rate for a Felony Offense, from 35.3 percent to 28.6 percent. It is believed that the primary reasons that serious crime by TYC youth is declining are improvements in the TYC Resocialization program and a greater emphasis on holding youth accountable for their actions. In addition, the study showed youth who receive specialized treatment had lower rates of recidivism compared to those with similar needs who did not receive specialized treatment.

Other areas of progress identified in TYC's strategic plan include our Resocialization program refinements, advances in our delivery of medical and food services, new community reintegration initiatives in the areas of fatherhood development and Project Rio-Y workforce assistance, continued dissemination of prevention information, contract monitoring performance standards, information technology initiatives, expanded volunteer, victim and sex offender registration services, enhancements to safety and security with the addition of 14

security intelligence officers at TYC institutions, and the positive effects of the enhanced Juvenile Correctional Officer (JCO) pay program.

External factors that limit our efficiency and effectiveness in these areas: maintaining caseworker and clinical positions for our correctional treatment programs; agency-wide workforce recruitment, development and retention; staff and youth safety; educational program effectiveness; and rising medical services.

TYC's goals and strategies are interrelated and synergistic. These goals and strategies reflect the belief that the agency can: help create safer communities; integrate control with treatment; hold youth accountable; treat youthful offenders; provide diverse services; work with families, victims and the community; improve the quality of services offered to youth in our care; and be held accountable to the public.

Goal A is to protect the public from the delinquent and criminal acts of TYC youth while they are in institutional or community-based correctional programs. This goal contains strategies for assessment and orientation, institutional services, contracted capacity, halfway house services, health care services and construction and renovation.

Goal B is to enable TYC youth through habilitation to become productive and responsible citizens. It has an education and workforce development strategy.

Goal C is to reduce the delinquent and criminal behavior of youth committed to TYC, and of youth currently residing in Texas and adjudicated delinquent by other states. This goal has strategies for correctional treatment, specialized correctional treatment, parole services and the interstate compact.

Goal D is to help prevent delinquent behavior. It has strategies for prevention assistance and information, and juvenile justice support.

Goal E is to ensure equitable involvement by historically underutilized businesses in all purchasing activities and public works contracts, and to provide equal opportunity to compete for such contracts. It has the strategy of identifying and recruiting historically underutilized businesses.

To accomplish our goals and strategies most effectively, TYC has identified additional resource needs in treatment programs, transition services, safety

and security, workforce recruitment, development and retention, educational services and career and technology programs, medical services, management accountability and support, complaints resolutions regarding services and employment, technology, and capital budget items. TYC will identify potential

savings to agency operations, prioritize funding issues, delay funding of certain items, and identify our highest priority items for possible inclusion as baseline or exceptional items in the agency's Legislative Appropriations Request.





# Statewide Strategic Planning Elements

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The following mission and philosophy for Texas state government are presented in Planning for Progress: The Statewide Strategic Planning Elements for Texas State Government and they apply to all Texas state agencies.

## GOVERNOR'S MISSION OF TEXAS STATE GOVERNMENT

Texas State government will be limited, efficient, and completely accountable. It will foster opportunity, economic prosperity, and family. The stewards of the public trust will be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials will seek new and innovative ways to meet state government priorities within its financial means.

## PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles.

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans are best made by those individuals, their families, and the local governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And

just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future, and the future of those they love.

- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

*Aim high...we are not here to achieve inconsequential things!*

## STATEWIDE PRIORITY GOALS SUPPORTED BY TYC

*TYC strategies directly support the following statewide priority goals.*

- **Public Safety and Criminal Justice**  
To protect Texans from crime by quick and fair enforcement of laws, maintain statewide emergency and disaster preparedness and response, police public highways, and to confine, supervise, and rehabilitate offenders.
- **Education (Public Schools)**  
To ensure that all students in the public education system are at grade level in reading and math by the end of the third grade and continue reading and developing math skills at appropriate grade level through graduation, demonstrate exemplary performance in foundation subjects, and acquire the knowledge and skills to be responsible and independent Texans.



- **Health and Human Services**

To reduce dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individuals and families.

- **Economic Development**

To foster economic opportunity, job creation, capital investment, and infrastructure development by promoting a favorable business climate, addressing transportation and housing needs, and developing a productive workforce.

- **General Government**

To support effective, efficient, and accountable state government operations and to provide citizens with greater access to government services while reducing service delivery costs.

## **STATEWIDE BENCHMARKS INFLUENCED BY TYC**

TYC goals and strategies partially influence several statewide benchmarks. Although technology and methodological approaches do not exist to effectively measure the proportion of TYC's influence on some statewide benchmarks separately from other state and local efforts, TYC programs are designed to impact the following benchmarks. Moreover, to assess direct impact on TYC clients, TYC has developed and closely monitors performance on some statewide benchmarks. Some statewide benchmarks are specifically identified for internal benchmarking as required by the instructions for the preparation of this plan. They are listed in the internal benchmarking section of this plan.

- **Public Safety and Criminal Justice**

- Juvenile violent crime arrest rate per 100,000 population
- Average rate of juvenile reincarceration within three years of initial release
- Adult violent crime arrest rate per 100,000 population
- Number of violent crimes per 100,000 population

- **Education (Public Schools)**

- Percent of students from third grade forward who are able to read at or above grade level
- Percent of students who achieve mastery of the foundation subjects of reading, English language arts, math, social studies, and science
- High school graduation rate
- Percent of students from third grade forward who perform at or above grade level in math

- **Health and Human Services**

- Teen pregnancy rate
- Incidence of confirmed cases of abuse, neglect, or death of children, the elderly, or spouses (per 1,000)
- Rate of substance abuse and alcoholism among Texans
- Number of persons enrolled in Medicaid
- Infant mortality rate
- Low birth-weight rate
- Percent of births that are out of wedlock
- Percent of Texas population enrolled in Medicaid
- Percent of people completing vocational rehabilitation services employed.

- **Economic Development**

- Texas unemployment rate
- Net number of new non-government, non-farm jobs created
- Percent of the small communities' population benefiting from public facility, economic development, housing assistance, and planning projects

- **General Government**

- Total state spending per capita
- Total state taxes per capita
- Percent change in state spending, adjusted for population and inflation
- Ratio of federal dollars received to federal tax dollars paid
- Number of state employees per 10,000 population
- Savings realized in state spending by making reports/documents/processes available on the Internet



# Agency Vision, Mission & Philosophy

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## AGENCY VISION

TYC will be a model juvenile corrections organization, providing protection for the public, a safe environment for youth and staff, and residential and parole services to the most serious juvenile delinquents in Texas. Public protection will be enhanced as youth are held accountable for their behavior, and staff are held accountable for the effectiveness of services provided. TYC will form partnerships with other state and local agencies, community groups and individuals to develop and improve processes that reduce and prevent juvenile crime at the community level.

## AGENCY MISSION

The mission of the Texas Youth Commission is:

- **Protection**

To protect the public, and control the commission of unlawful acts by youth committed to the agency by confining them under conditions that emphasize their positive development, accountability for their conduct and discipline training. (Family Code, Section 51.01(1), (2) and (4) and Human Resources Code, Section 61.101(c));

- **Productivity**

To habilitate youth committed to the agency to become productive and responsible citizens through ongoing education and workforce development programs who are prepared for honorable employment (Human Resources Code, Section 61.034(b) and 61.076(a)(1));

- **Rehabilitation**

To rehabilitate and re-establish in society youth committed to the agency through a competency-based program of Resocialization (Human Resources Code, Section 61.002, 61.047, 61.071, 61.072, 61.076(a)(1)(2) and 61.0761); and

- **Prevention**

To study problems of juvenile delinquency, focus public attention on special solutions for problems, and assist in developing, strengthening, and coordinating programs aimed at preventing delinquency (Human Resources Code, Section 61.031, 61.036 and 61.081 (c) ).

## AGENCY PHILOSOPHY

The philosophy of the Texas Youth Commission is embodied in its "Guiding Principles."

### TEXAS YOUTH COMMISSION GUIDING PRINCIPLES

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TYC operates clean, controlled, orderly and quality rehabilitative programs.

TYC will establish safe and secure environments for staff, youth and community.

TYC includes public safety as a key component in its decision making process.

TYC operations are based upon sound juvenile correctional techniques and philosophy.

TYC recognizes staff as its most valuable resource.

TYC recognizes a clear distinction between youth rights and earned privileges.

TYC will fund and operate basic juvenile corrections and basic juvenile programs first.

TYC will make decisions based upon common sense and reason.



## Agency Vision, Mission & Philosophy

### CODE OF ETHICS

The ethical philosophy of the Texas Youth Commission is embodied in its "Code of Ethics."

*As an employee of the Texas Youth Commission, I will always conduct myself so that:*

- Youth and their families or people doing business with TYC feel secure that decisions made about them are just and are not dependent on gifts or other favors;
- My personal relationships and my outside business or investments do not influence me to do my TYC job differently or use it for private interests;
- Youth look up to me as a positive role model and feel secure that I will protect them, treat them fairly and with dignity and respect, and maintain a professional relationship with them;
- My fellow employees will know that they can trust me and rely on me to maintain proficiency in all my assigned duties, to treat them fairly and with dignity and respect, and to resolve our differences honestly and professionally; and
- The People of Texas will know that I am open, truthful and honest, that I will be a good steward of their resources, and that I will faithfully do my part to carry out TYC's mission.



# External/Internal Assessment

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## Overview of Agency Scope and Functions

### MAIN FUNCTIONS

The Texas Youth Commission (TYC) is the state's juvenile corrections agency. The main functions of TYC are to: protect the public, habilitate committed youth to become productive citizens, provide rehabilitative treatment, and assist in delinquency prevention. The protection component includes providing corrections programs necessary to protect the public from delinquent and criminal behavior and hold youth accountable for their actions. The productive citizen component consists of providing educational and workforce development opportunities. The rehabilitative component includes: providing correctional treatment through competency-based Resocialization training with individual and group therapy; specialized-needs programs such as substance abuse treatment, psychological treatment, and specific offense-related treatment programs such as sex offender or capital and serious violent offender treatment; and aftercare services. The prevention component includes providing leadership, information, and technical assistance to state and local efforts aimed at preventing all youth, including those not under TYC's jurisdiction, from committing delinquent acts. Youth under the agency's jurisdiction in residential programs are provided care for their basic needs, such as food, clothing, shelter, safety, medical care, legal rights, proper parenting and spiritual needs.

### STATUTORY BASIS

The mission of TYC as a juvenile corrections agency has its basis in both the Texas Family Code, Title 3, and the Texas Human Resources Code, Chapter 61. In 1943, the legislature passed the Juvenile Court Act intended to take delinquent children out of the criminal courts and prisons. Those purposes were

carried forward into the laws governing juvenile court proceedings. These laws, by their language and spirit, require the Commission to attempt to provide the skills, education and training necessary to give delinquent youth the means to become responsible members of the community. At the same time, the laws require the Commission to confine youth as needed to protect the public and to instill in them a sense of self-discipline and accountability for misconduct.

### HISTORICAL PERSPECTIVE

The antecedents of TYC lie in the nineteenth century. In 1859, the Texas Legislature recognized the need for separate juvenile and adult correctional facilities, but it was not until 1887 that funds were appropriated to build the Gatesville State School for Boys. A number of independent institutions for delinquent boys and girls were established across the state after that time, some converted from institutions for dependent and neglected youth.

In 1957, the Texas Youth Council was established to provide administrative oversight of all state homes and schools for delinquent and dependent and neglected youth through a central administrative office in Austin.

In 1961, TYC began community care with the initiation of a parole system.

In 1971, the *Morales v. Turman* lawsuit was filed against TYC. During the next thirteen years, TYC underwent major reforms as a result of this federal class action suit, which alleged abuse and violation of due process. The suit was settled in 1984.

In 1974, TYC began using residential contract programs for community placement of youth. State appropriations for community-based care began in 1975, and these funds allowed TYC to operate

halfway houses and contract for primary treatment and independent living programs.

In 1981, the Texas Juvenile Probation Commission was created to distribute funds and set standards for local juvenile probation departments, which had been TYC's responsibility from 1975-1981.

In 1983, the Texas Youth Council was renamed the Texas Youth Commission.

In 1987, the Texas Legislature enacted a "Determinate Sentencing" statute, which enabled courts to sentence juveniles adjudicated for six enumerated violent offenses. Prior to that, TYC determined the length of stay for all youth.

In 1995, the Texas Legislature enacted an omnibus juvenile justice reform statute. Additional offenses were added to "Determinate Sentencing." TYC was given parole authority of sentenced offenders after mandatory lengths of stay at TYC, based on the severity of the offense. TYC was required to accept offenders with mental retardation. Progressive Sanctions Guidelines were established for juvenile court dispositions, including the guideline that youth committed to TYC should be violent offenders or felony offenders who have already undergone placement in a residential program.

In 1997, the Texas Legislature authorized for the first time the admission of youth with mental illness. It required TYC to discharge these youth (if they are not sentenced offenders) when they have completed the minimum length of stay applicable to their committing offense and cannot progress in the regular rehabilitation program. TYC is required to initiate court proceedings to obtain appropriate mental health services for the youth.

In 1999, the Texas Legislature changed the definition of conduct that makes a youth eligible for commitment to TYC to include only felony conduct or repeated jailable misdemeanor conduct. It authorized TYC to establish infant care and parenting programs for youth who are parents, including the authority to approve a mother keeping possession of her baby after the mother's commitment to TYC. The punishment for a youth's escape from a secure facility was increased to a third degree felony.

In 2001, the Texas Legislature again changed the definition of conduct that makes a youth eligible for com-

mitment to TYC to include: an adjudication of only a felony, or for an adjudication of a Class A or Class B misdemeanor if there has been at least one previous felony adjudication; if not, there must be adjudications of repeated jailable misdemeanor conduct.

Upon receipt of Department of Public Safety (DPS) certification of certain circumstances, the juvenile court shall order restricted access of TYC youth records. A TYC youth whose records are restricted may deny that he has been a respondent in a juvenile proceeding. He may make this denial on an application for employment, licensing, or in any proceeding.

TYC youth who are subject to sex offender registration may file a motion with the juvenile court for a hearing to determine whether the interests of the public require registration. The court may excuse compliance with sex offender registration requirements if it finds that registration would not increase the protection of the public or that any potential increase in public protection is clearly outweighed by the anticipated substantial harm to the youth and the youth's family. The court may enter an order deferring a decision to require registration until the youth has completed a sex offender treatment program. (During the period of deferral, registration may not be required.) The court may enter an order requiring registration, but provide that the registration information not be made available to the public or posted on the Internet.

Lastly, the Task Force on Indigent Defense is required to develop policies and standards for providing legal representation and other defendant services to indigent youth accused of a juvenile offense.

### **WHO IS TYC IN THE PUBLIC'S PERCEPTION?**

The Texas Youth Commission (TYC) is the state's juvenile correctional agency, whose focus is changing delinquent behavior and thinking patterns, and helping to create responsible, law-abiding young people. The vast majority of Texas delinquents who get in trouble are dealt with on the local level by county juvenile probation departments, and will never be sent to the Texas Youth Commission. The delinquents committed to the Texas Youth Commission generally are those who have committed the most serious crimes, or those who are the most problematic delinquents in the communities. Commitment to TYC is possible only by court order.

## Service Populations, Characteristics And Demographics

### AFFECTED POPULATIONS

TYC serves youth who have been adjudicated delinquent and committed to the agency by a juvenile court. The delinquent act must occur when the youth is at least age 10 and under age 17. TYC may retain jurisdiction for most offenders until age 21. In fiscal year 2001, TYC provided services to 11,523 youth who were committed by a Texas juvenile court. TYC also serves youth through the Interstate Compact on Juveniles. These services include return of non-delinquent runaways, probation and parole absconders, escapees, and juveniles charged as delinquent; cooperative supervision of probationers and parolees; and provision of airport surveillance services to youth traveling unaccompanied through major airports in Texas. In fiscal year 2001, TYC provided supervision and services to 3,194 youth through the Interstate Compact on Juveniles.

### STATE JUVENILE POPULATION TRENDS

The juvenile population in Texas is increasing slightly, with the at-risk juvenile population of youth 10-16 years of age anticipated to grow by 2.3 percent from 2002-2007. The State Comptroller estimates that there will be 2,349,420 at-risk juveniles 10-16 years of age in Texas in July 2002, and that there will be 2,403,871 in July 2007.

### TRENDS IN JUVENILE REFERRALS<sup>1</sup>

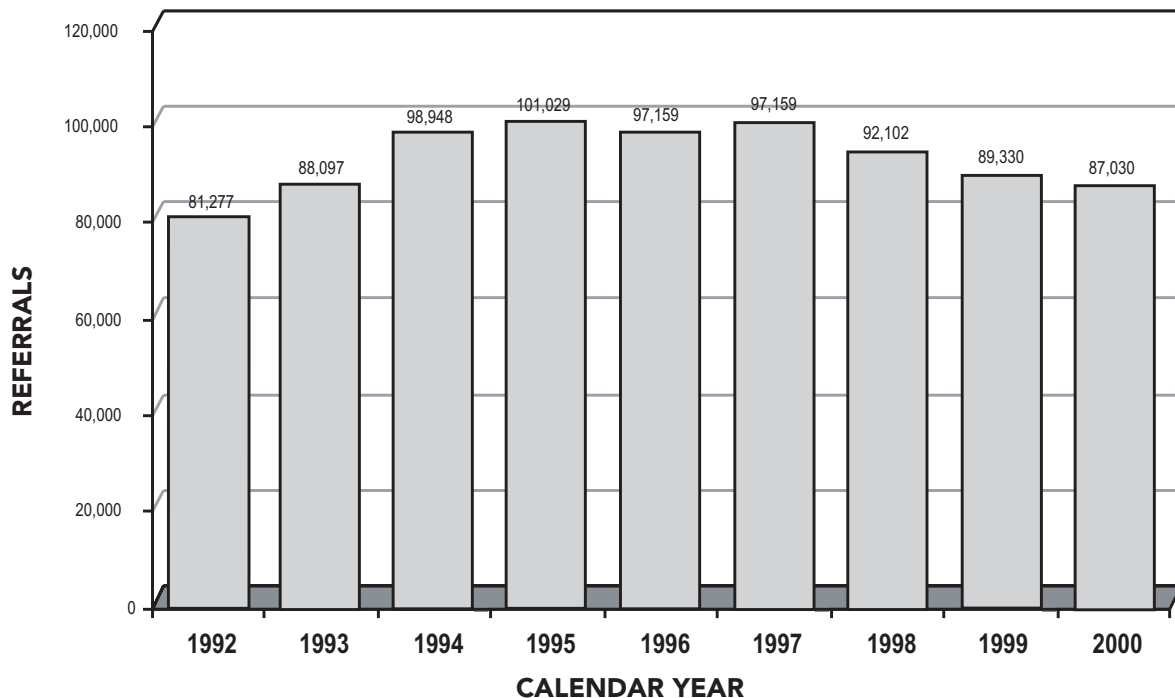
The volume of referrals to juvenile probation departments for delinquent acts increased by 24 percent from 1992 to 1995, but declined by 14 percent by calendar year 2000 (see Figure 1).<sup>2</sup>

While referrals for homicides, violent offenses, felonies and misdemeanors all increased in the early 1990s and have subsequently declined, the timing and proportion of each are not identical. The decrease in juvenile referrals began earlier than 1996 for serious offenses. Referrals for homicide, which peaked at 360 in 1993, have declined to less than one-quarter of the 1993 number, with 78 homicide

<sup>1</sup>Most, although not all referrals to juvenile probation are subsequent to an arrest.

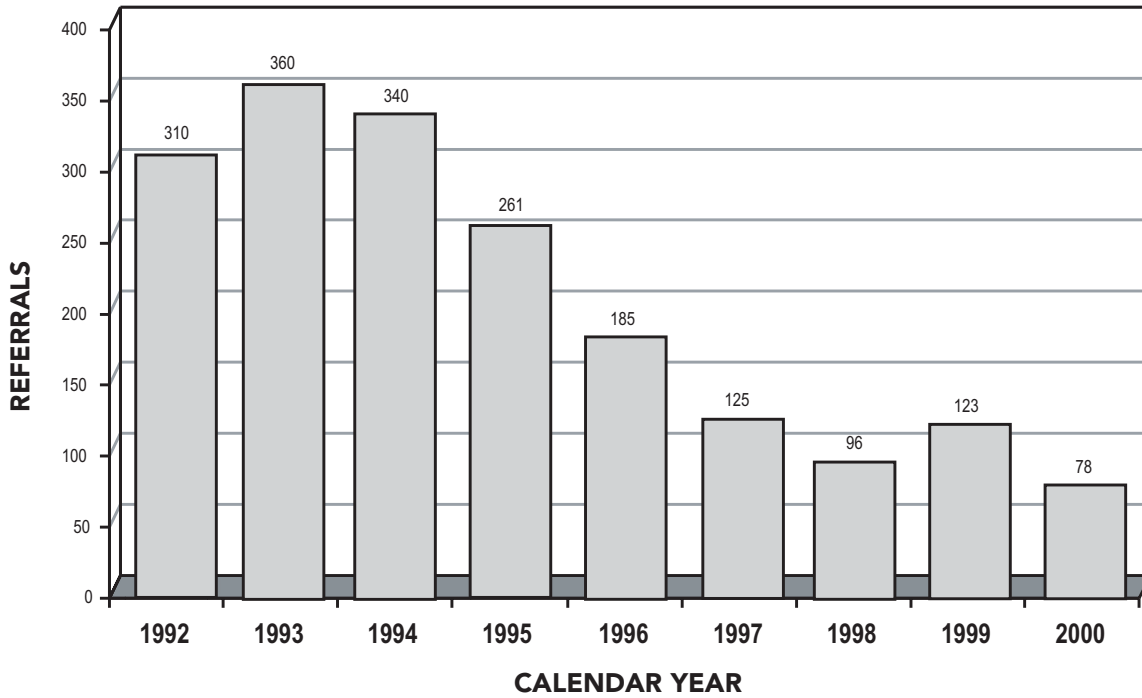
<sup>2</sup>The rate is not yet available for Calendar Year 2001.

**FIGURE 1 REFERRALS TO JUVENILE PROBATION FOR DELINQUENT ACTS, CY 1992-2000**

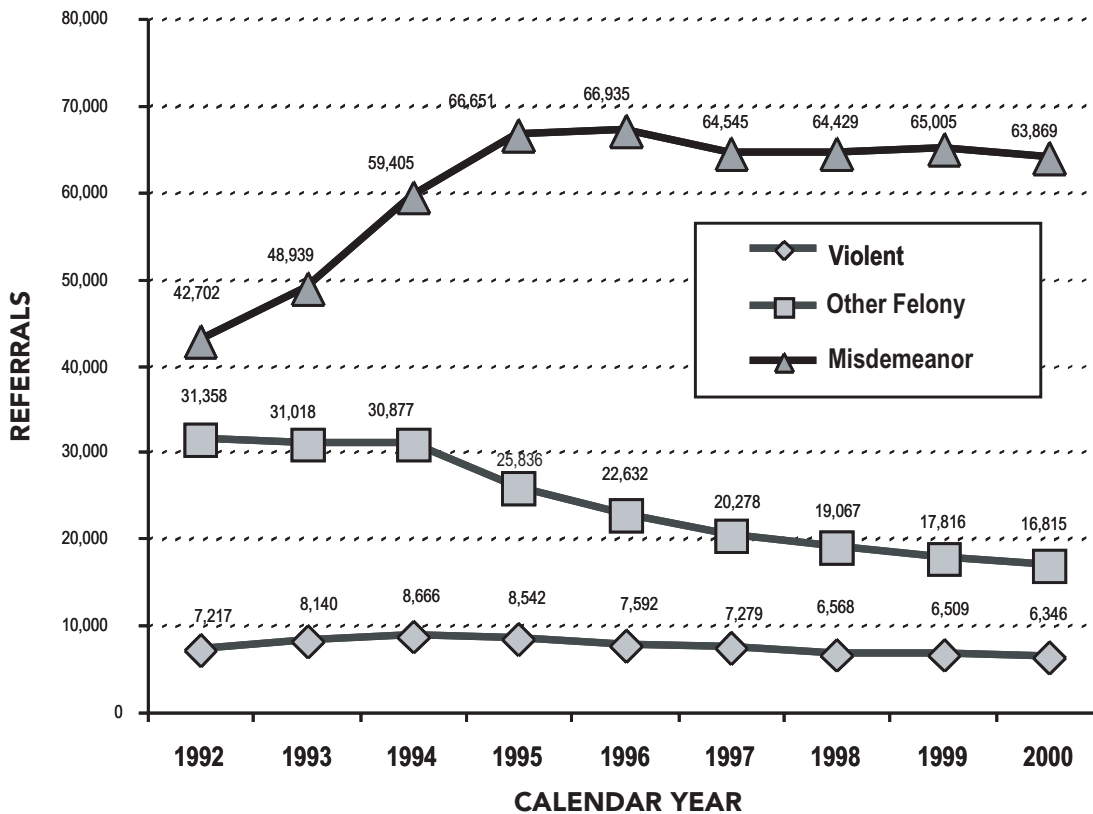




**FIGURE 2 HOMICIDE REFERRALS TO JUVENILE PROBATION, CY 1992-2000**



**FIGURE 3 DELINQUENT REFERRALS TO JUVENILE PROBATION BY TYPE, CY 1992-2000**





referrals in 2000 (see Figure 2). Referrals for all violent delinquent acts, which peaked in 1994, declined slightly from 1994 to 1995, then decreased by 26 percent from 1995 to 2000 (see Figure 3). Referrals for non-violent felonies peaked in 1992 and have declined to nearly one-half of the 1992 number in 2000. Referrals for misdemeanors continued to increase each year to 1996, but decreased slightly from 1996 to 2000 by 5 percent. Since misdemeanors constitute the majority of referrals (see Figure 3), they influence total referrals more than any other offense.

### TRENDS IN NEW COMMITMENTS

The number of new commitments TYC receives is influenced by more factors than the extent of juvenile crime. While juvenile crime was increasing in the early 1990s, the number of new commitments to TYC was generally stable at around the 2,000 level each year (see Figure 4).<sup>3</sup> The only exception was in 1993, when the Texas Juvenile Probation Commission (TJPC) received considerable additional funding, which it passed through to the local probation departments with the express mandate of reducing commitments to TYC. As the denominator of delinquent referrals increased while the numerator of commitments remained stable or even declined, the percentage of commitments to referrals reached a low of 1.9 percent in 1993.<sup>4</sup>

As overall juvenile crime has declined since its peak in 1995, commitments to TYC substantially increased from 2,123 in FY 1995 to 3,188 in 1998, a 50 percent increase (see Figure 4). This increase was likely due to the public demanding greater accountability of criminals and delinquents. As a result, the percentage of commitments per delinquent referral increased from the 1.9 percent of 1993 to 3.5 percent in 1998 (see Figure 5).

The trend of commitment has subsided, as commitments in FY 2001 declined 25 percent from 3,188 in FY 1998 to 2,406 in FY 2001. As there were only 1,205 commitments for the first half of FY 2002, it appears that commitments in FY 2002 will stabilize at approximately the same number as FY 2001. The reduction starting FY 2000, seems to be due to

the newly passed legislation that non-felony commitments must have either a revocation of felony probation or at least two prior misdemeanor adjudications.

The type of youth committed also has changed. The most dramatic change follows the trend of the juvenile crime rates described above, with a dramatic rise and subsequent decline and rise in the number and percentage of youth committed for violent offenses. Commitments for violent offenses increased throughout the early 1990s to 899 (36 percent) in FY 1996 (see Figures 6 and 7). After a slight decrease, commitments for violent offenses increased again to 871 (29 percent) in FY 1999. Even though the total number of commitments decreased starting in FY 1999, the number of commitments for violent offenses remained steady and was 36 percent of commitments in FY 2001. The number and percentage of commitments that are sentenced offenders, which increased since January 1996 when the law changed to allow the determinate sentencing for essentially any violent felony offense, decreased by 32 percent from FY 1998 to FY 2001.

The percentage of Anglo new commitments, which remained below 20 percent for FY 1992-1995, increased to 26 percent in FY 2001. The percentage of African-American new commitments decreased from 42 percent in FY 1992 to 34 percent in FY 2001 (see Figure 8). The percentage of Hispanic commitments has remained between 38 percent and 43 percent for the last 10 years (39 percent in FY 2001).

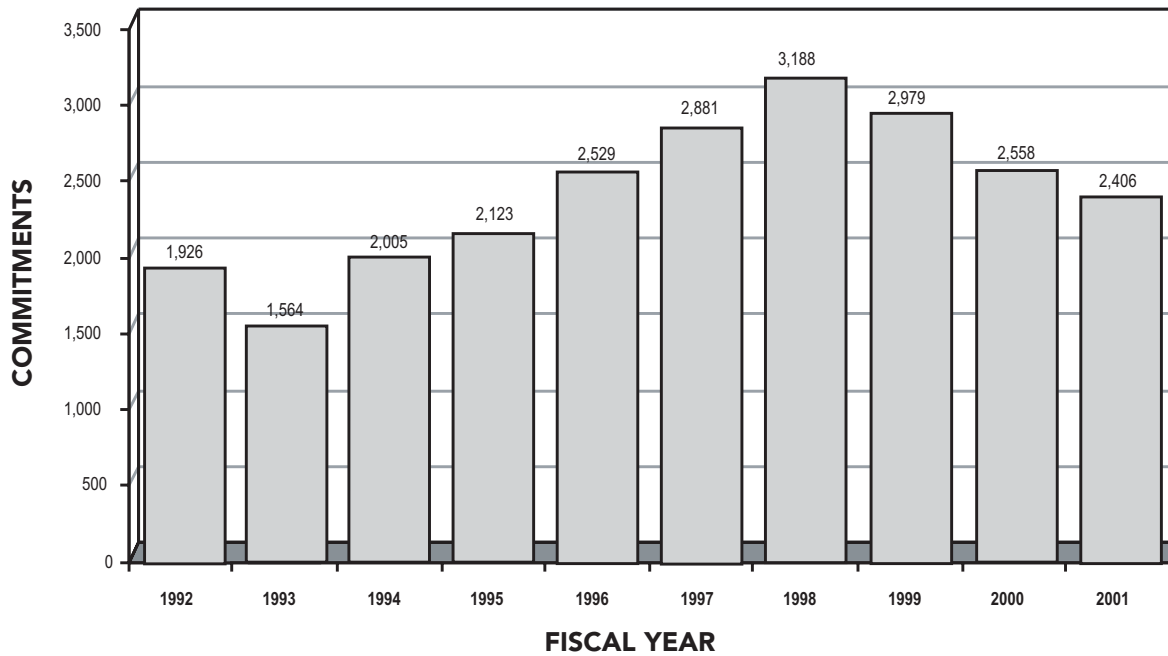
The percentage of female commitments remained steady at either 6 percent or 7 percent from FY 1992 through FY 1996, and then increased to 9 or 10 percent for the last five years (see Figure 9).

Almost all TYC youth present severe instructional challenges as a result of not having attended school for some period of time prior to commitment. When tested initially at the orientation and assessment unit, on average, youth are four to five grades below their expected grade level. Forty-six percent are classified as special education students.

<sup>3</sup>The Texas Juvenile Probation Commission reports referrals by Calendar Year. TYC reports its figures by state Fiscal Year, which runs from September through August.

<sup>4</sup>To allow a true ratio, for this table only, TYC commitments are based on Calendar Year.

**FIGURE 4 NEW COMMITMENTS, FY 1992-2001**



**FIGURE 5 COMMITMENTS AS A PERCENTAGE OF REFERRALS, CY 1992-2000**

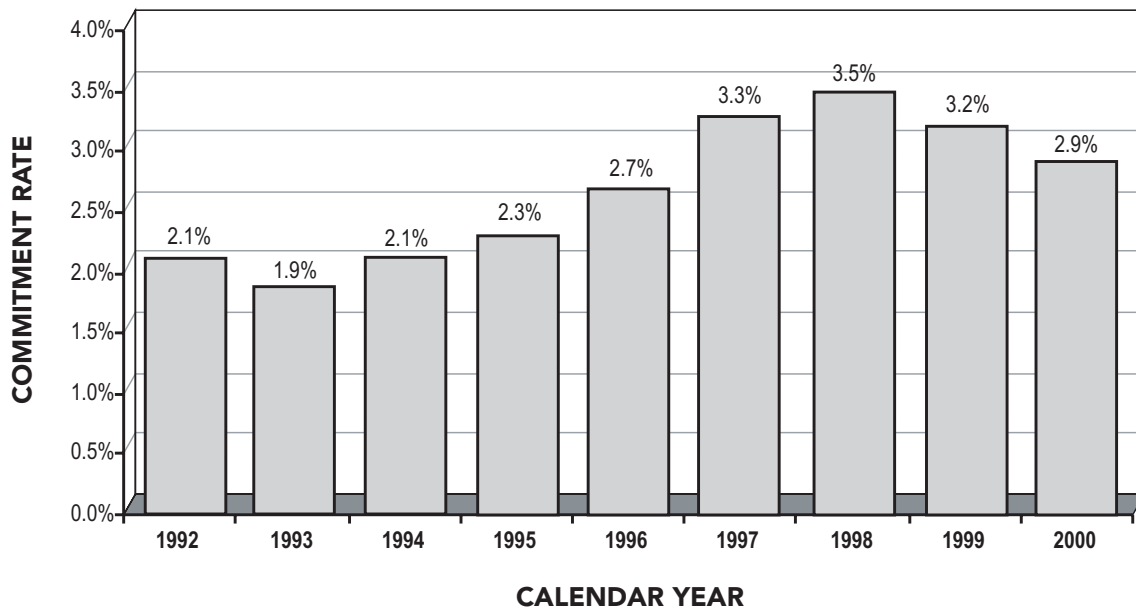


FIGURE 6 NEW VIOLENT OFFENDER COMMITMENTS, FY 1992-2001

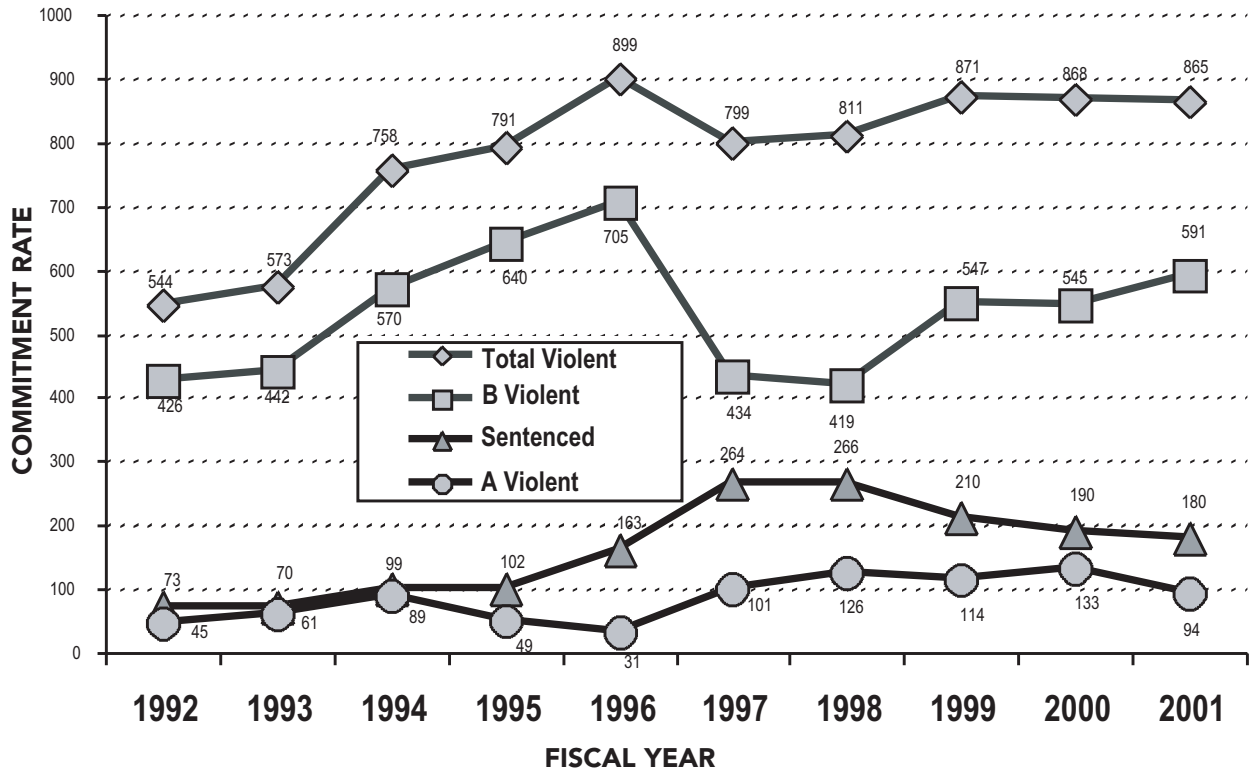
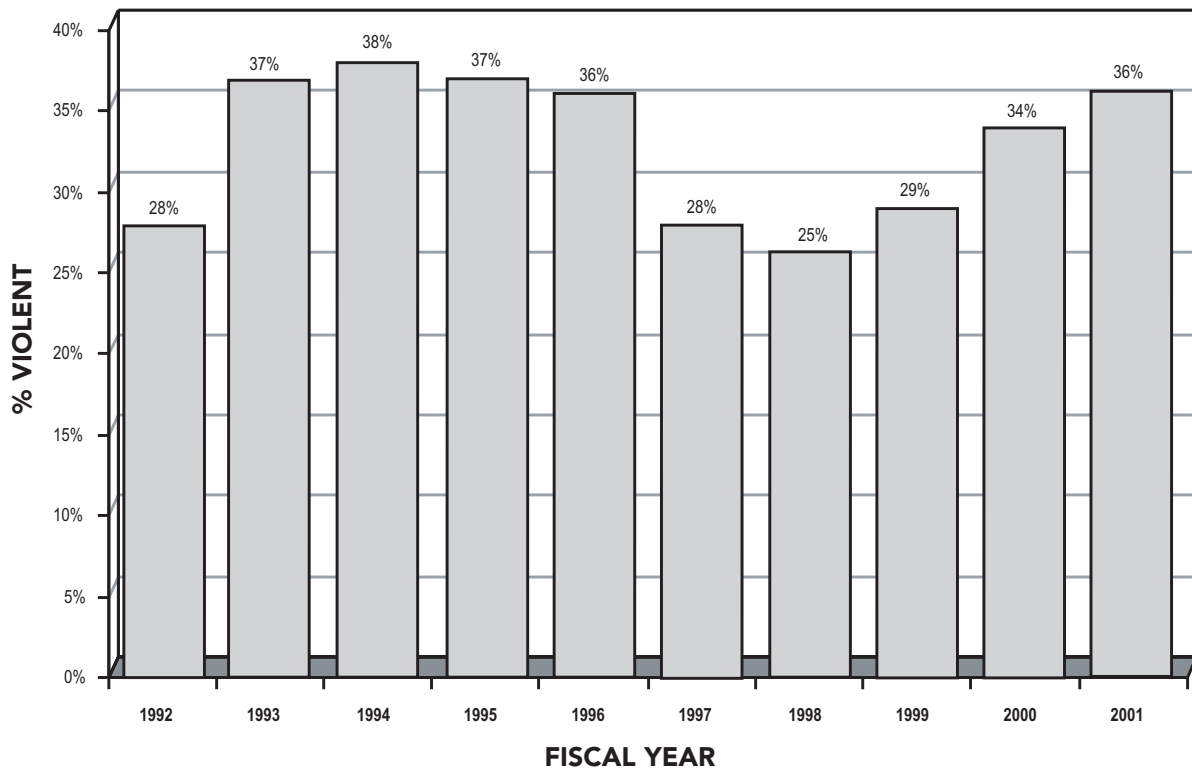
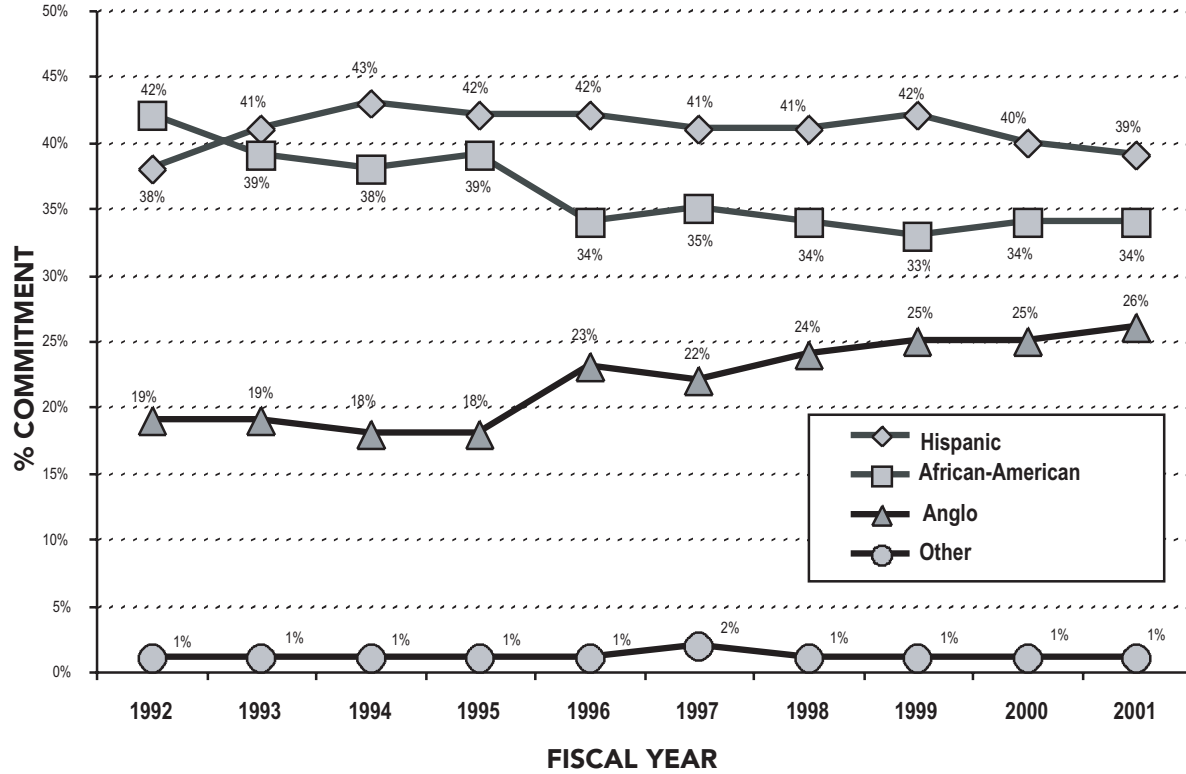


FIGURE 7 PERCENTAGE OF NEW COMMITMENTS WITH VIOLENT CLASSIFYING OFFENSE, FY 1992-2001

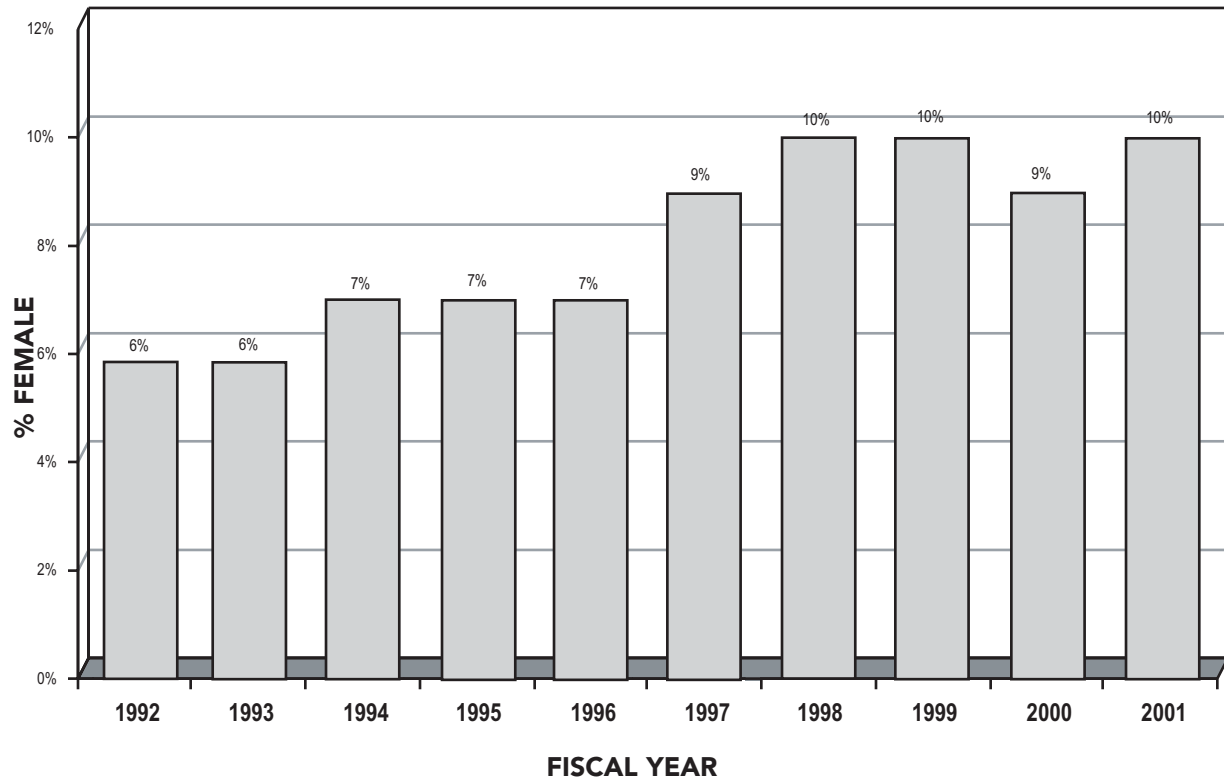


**FIGURE 8 NEW COMMITMENT PERCENTAGES BY ETHNICITY, FY 1992-2001**

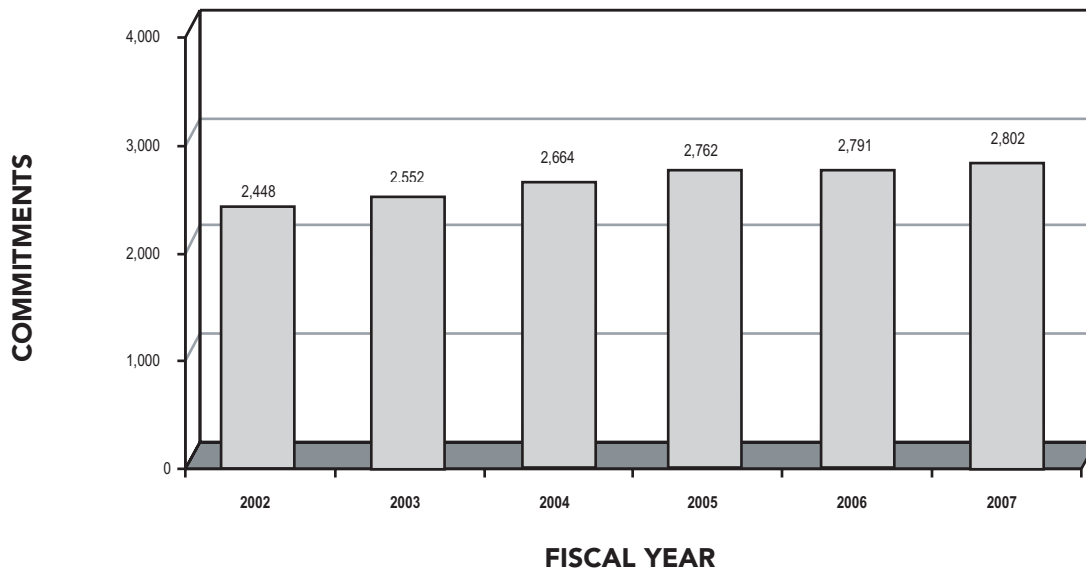
(Percentages may add to more than 100 percent due to rounding.)



**FIGURE 9 PERCENTAGE OF NEW FEMALE COMMITMENTS, FY 1992-2001**



**FIGURE 10 PROJECTED NEW COMMITMENTS, FY 2002-2007**



### PRIORITY POPULATIONS

TYC assesses the risk and needs of each youth in order to make placements in appropriate programs. Two major categories of priority populations within TYC are offenders with a high risk of committing future serious delinquent or criminal acts and offenders with special needs.

Offenders deemed to have the highest risk of committing future serious acts are violent offenders, chronic serious offenders, controlled substances dealers and firearms offenders. Commitments for these high-risk youth have ranged between 38 and 53 percent for the last 10 years (44 percent in FY 2001).

Many youth who were committed to TYC during FY 2001 had special needs. Specifically, 54 percent were chemically dependent, and 48 percent had serious emotional disturbances. About 10 percent (9.7 percent) were sex offenders, 18 percent were capital and serious violent offenders and 2 percent had mental retardation.

### COMMITMENT PROJECTIONS

TYC bases its commitment projections on those provided by the Criminal Justice Policy Council (CJPC). The Criminal Justice Policy Council provided revised projections in June 2002 which are as follows: 2002--2,448; 2003--2,552; 2004--2,664; 2005--2,762; 2006--2,791; and 2007--2,802 (see Figure 10). These projections incorporate the fol-

lowing assumptions: 1) juvenile crime will remain stable during the projection period, relative to population growth; 2) probation revocations will stabilize; and 3) disposition patterns will change. Misdemeanor dispositions to TYC will remain low, with a slight rise beginning in 2004 from .73 percent to .80 percent of all misdemeanor dispositions (the 1999 rate), based in part on changes made to the misdemeanor commitment law in 2001. Violation dispositions to TYC will rise beginning in 2003 from 4.9 percent to 5.2 percent of all violation dispositions (lower than all years prior to 2000, and equivalent to the proportion disposed to TYC in 2000) and remain around 5 percent. Felony dispositions to TYC will slowly rise from 5.96 percent to 6.14 percent of total felony dispositions beginning in 2003, then rise again to 6.29 percent in 2004 and 6.44 percent in 2005 (the level of dispositions to TYC in FY 1998).

### AVERAGE DAILY POPULATION AND AVERAGE LENGTH-OF-STAY

The number of youth committed to TYC and their average length of stay are the two factors that drive the agency's Average Daily Population (ADP). Correctional program ADP decreased only slightly from FY 1992 to 1993, but almost tripled (1,967 to 5,599) from FY 1993 to 2001 (see Figure 11).

TYC policies implemented since 1996 have increased the minimum length of stay for most of the juveniles committed to TYC. As a result of legislated Progressive Sanctions Guidelines effective January 1,

FIGURE 11 CORRECTIONAL PROGRAMS AND PAROLE DAILY POPULATION (ADP), FY 1992-2001

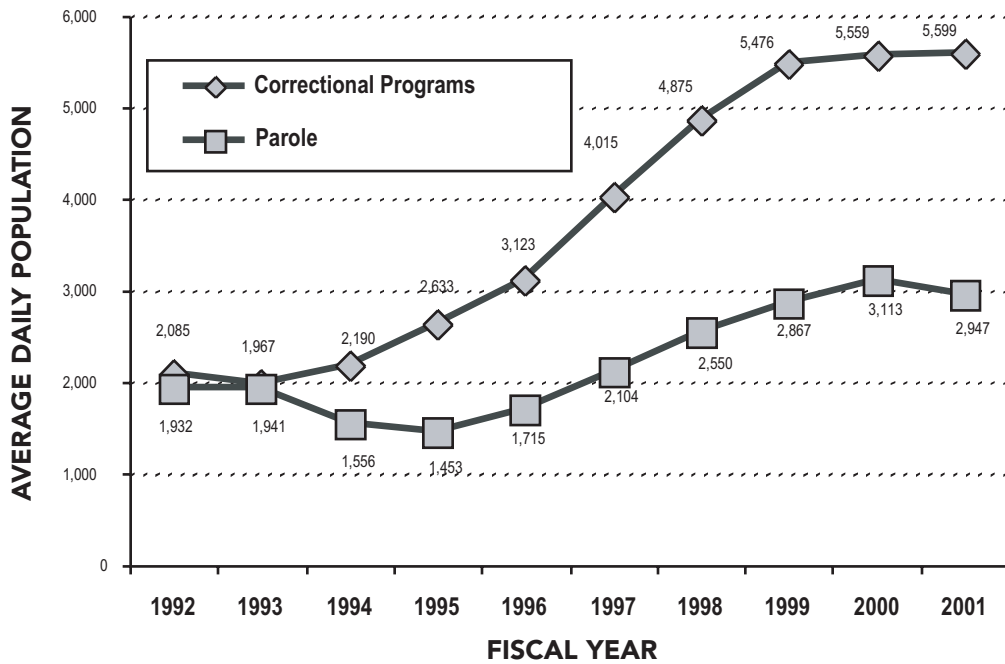
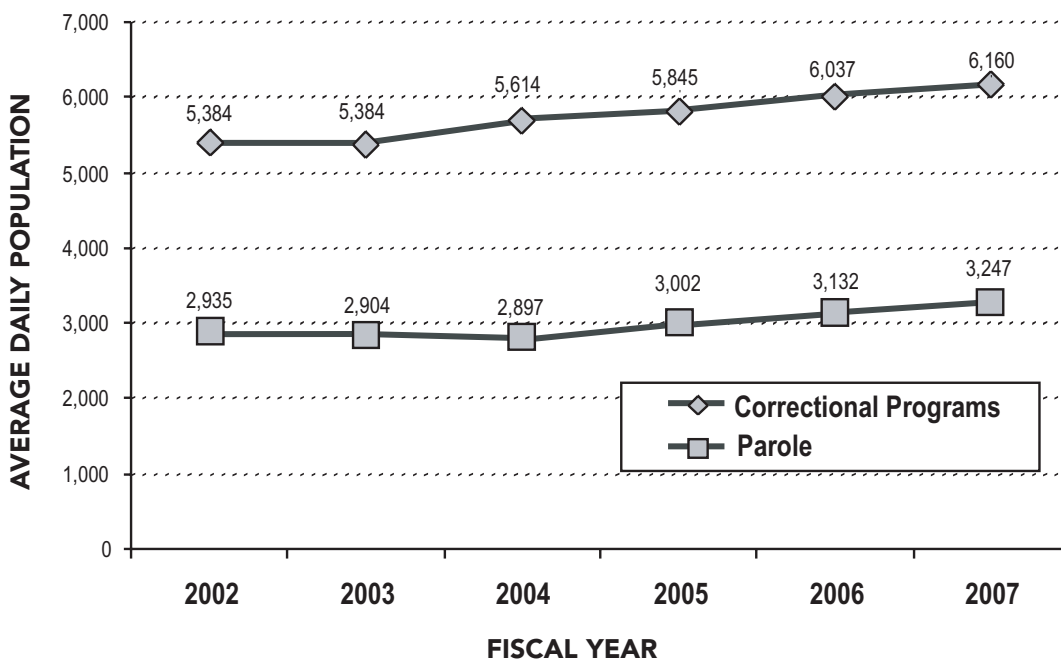


FIGURE 12 AVERAGE DAILY POPULATION (ADP) PROJECTIONS, FY 2002-2007



1996, TYC changed its minimum length-of-stay policy from six to nine months for General Offenders. TYC also increased its minimum length-of-stay from nine to twelve months for Chronic Serious Offenders (youth adjudicated for a felony on three separate occasions), Controlled Substances Dealers and Firearms Offenders. In FY 1997, the minimum length-of-stay for youth classified for sexual assault or aggravated sexual assault was increased from 12 to 24 months. In FY 1998, TYC expanded its definition of Violent Offenders to include all youth committed for a felony offense against a person. Non-aggravated robbery constitutes the vast majority of commitments that were added to the class of violent offenses.

In 1996, TYC also created a policy specifying that youth could not be released to parole until they had completed specified phases in their Resocialization treatment program, unless TYC was overpopulated and an Emergency Population Plan was implemented.

The ADP for parole, which decreased to 1,453 in FY 1995, doubled to 2,947 (103 percent increase) in FY 2001 due to increased commitments and a policy change allowing General Offenders to remain on parole after age 18 to age 21, the age of mandatory discharge from TYC.

## AVERAGE DAILY POPULATION PROJECTIONS

TYC's Average Daily Population (ADP) projections are made by the Criminal Justice Policy Council. Their June 2002 projections include the following assumptions: 1) new commitments to the agency will be as shown on Figure 10 of this document; 2) the offense composition of TYC commitments will remain at the present level, with fewer general offenders (55%) than in prior years, resulting from decreased commitments of misdemeanor offenders; and 3) average length of stay in TYC will remain at the present, stable levels. Given these assumptions, TYC will need the resources and capacity to support the following correctional program average daily populations for fiscal years 2002-2007 (see Figure 12):

- 2002 -- 5,384
- 2003 -- 5,384
- 2004 -- 5,614
- 2005 -- 5,845
- 2006 -- 6,037
- 2007 -- 6,160

TYC projects that it will need the resources to support a parole population as follows:

- 2002 -- 2,935
- 2003 -- 2,904
- 2004 -- 2,897
- 2005 -- 3,002
- 2006 -- 3,132
- 2007 -- 3,247

These figures include not only youth committed to TYC from Texas juvenile courts, but also youth who were adjudicated in other states, but are supervised by TYC parole through an Interstate Compact agreement.

## Environment

### FEDERAL CONSIDERATIONS

#### *Historical Role of Federal Involvement*

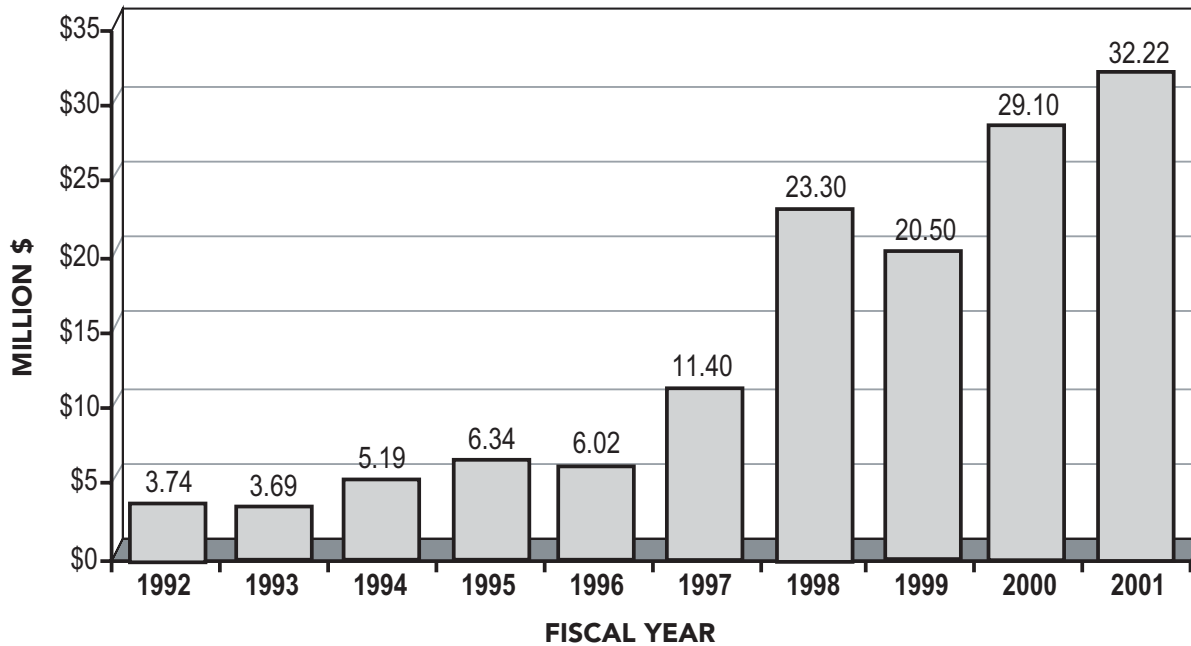
The federal courts had a substantial impact on agency operations. Several Supreme Court decisions, beginning in the late 1960's, accorded juveniles most of the legal protection of adults and set the tone nationally for attention to due process for youth deprived of liberty. A major federal court case involving TYC was *Morales v. Turman*, 383 F. Supp. 53 (E.D. Tex. 1974), which was settled in 1984. The major issues were: the constitutional right to treatment for juveniles deprived of liberty; adequate qualified staff; standards for treatment and discipline; and the right to voice complaints and seek administrative redress.

#### *Description of Current Federal Activities*

The Texas Youth Commission receives federal funding from a variety of sources. Receipt of these funds has a direct impact on the agency's ability to meet its goals and objectives. The FY 2002 budget includes \$20.7 million in federal funding, including \$2.49 million to complete the second phase of the McLennan County State Juvenile Correctional Facility in Mart, Texas.

The remaining \$18.3 million is approximately 6 percent of the total operating budget and consists of \$6.3 million in National School Lunch and Breakfast Program funds, \$5.9 million in Federal Education Grants funds, \$1.7 million in federal foster care funding, and \$644,785 Residential Substance Abuse Treatment (RSAT) funds.

**FIGURE 13 TYC FEDERAL FUND EXPENDITURES FY 1992-2001**



The Criminal Justice Division of the Governor's Office designated TYC as the direct administering agency for the Violent Offender Incarceration / Truth In Sentencing (VOI/TIS) federal grants program for federal fiscal years 1996 - 2001. All federal funding received by TYC requires state matching or some type of maintenance of effort.

In recent years, TYC has been very successful collaborating with other agencies to maximize the federal funding available for juvenile corrections programs. The current level of federal funding for TYC has increased dramatically from the \$3.74 million expended in fiscal year 1992 (see Figure 13).

For FY 2002, TYC was appropriated \$3.4 million under the Violent Offender Incarceration/Truth-in Sentencing (VOI/TIS) grant from the federal fiscal year 2001 award to purchase leased bed space for TYC youth. Including these funds, TYC will have spent more than \$56 million to expand capacity from FY 1996 through FY 2002.

TYC received approximately \$5.9 million in FY 2002 in federal funding to supplement state funding for the education of youth with specialized educational needs.

The largest amount of supplemental funding is received through the Elementary and Secondary

Education Act (ESEA), Title I, Part D, Subpart 1, which is designated specifically for delinquent or at-risk youth in state agency programs.

Through the Carl Perkins Act, administered by the Texas Education Agency, TYC receives per capita supplemental funding for each student enrolled in vocational programs for supplementing vocational programming.

Under the Individuals with Disabilities Act (IDEA), Part B, TYC receives funding to assist with providing services for students who are eligible to receive special education services.

Other federal sources include Title II, Part B of the Dwight D. Eisenhower Professional Development Program, Title VI of the Improving America's Schools Act (IASA), and Title IV of the Safe and Drug Free Schools and Communities Act.

In FY 2001, TYC was awarded \$2 million from, the Office of the Governor, Criminal Justice Division, as part of the Juvenile Accountability Incentive Block Grant. These funds will be used in FY 2002 to upgrade educational computer and network systems, purchase vocational equipment, and to provide library books and resources.

In FY 2001 TYC also received approximately \$5.4



million in federal funds for youth in institutions and community-based facilities through the U.S. Department of Agriculture School Lunch and Breakfast Program. TYC must ensure that meals are served within allowable federal requirements for nutrition in order to obtain reimbursement for a portion of the cost of each meal.

TYC's fiscal year 2002 budget includes \$1.7 million in federal funds received through the Texas Department of Protective and Regulatory Services (TDPRS). The funding source is Title IV-E of the Social Security Act, created by the Adoption Assistance and Child Welfare Act of 1980. State agencies are permitted to claim a percentage of the costs associated with the care of some categories of youth. Accessing these funds requires additional agency personnel to document and track youth eligibility, monitor compliance with federal case planning requirements, and to train agency staff.

TYC was awarded \$548,856 in FY 2001 in federal substance abuse funds from the Mental Health and Substance Abuse Block Grant administered through the Texas Commission on Alcohol and Drug Abuse (TCADA). These funds provide in-patient services in five TYC institutions.

Also, TYC was awarded \$644,785 in FY 2001 by the Office of the Governor, Criminal Justice Division, under the Residential Substance Abuse Treatment Grant (RSAT) to provide in-patient chemical dependency treatment at three sites. TYC has applied for renewal of Residential Substance Abuse Treatment (RSAT) project funding, which will extend into FY 2003.

## STATE CONSIDERATIONS

### *State Philosophy*

During the 77th Legislative Session, legislators strove to establish a balance between corrections and rehabilitation in the field of juvenile justice. Juvenile corrections efforts were strengthened by the appropriation of additional funds for operating new beds, additional correctional officers, and pay increases. Education and rehabilitation efforts were fortified by the addition of new teachers, diagnosticians, funds to provide services for juvenile offenders with severe emotional disturbance, and some changes to the laws related to sex offender registration.

Juvenile justice policies continue to be tough, but fair, at both the county and state levels. The focus contin-

ues to be a balanced approach of prevention, intervention, treatment, rehabilitation, and accountability. The agency remains committed to managing its population without overcrowding and to the goal of helping these youth to become productive and lawful citizens upon their return to the community.

### *State Legislature*

Several new laws with impact on TYC were passed in 2001 by the 77th Legislature. An omnibus juvenile justice bill (HB 1118 by Representative Goodman) allows for the automatic restriction of access to juvenile records after supervision ends and the exemption or deferral of sex offender registration for some youth by the juvenile court. HB 1118 also established a change in the commitment criteria – allowing a youth to be committed to TYC for a misdemeanor if he had a previous felony adjudication.

Several bills passed which focused on the special needs of identified populations. Specifically, HB 1758 by Representative Turner calls for TYC and other agencies to assess the facilities, services, and treatment available to female youth and to develop a plan to address any lack of services.

HB 1901, also by Representative Turner, establishes an interagency initiative on behalf of juveniles with mental health and substance abuse disorders. This initiative will result in the study and the development of a plan for such juveniles who are involved in or who are at risk of becoming involved in the juvenile justice system. Funds were appropriated to the Texas Council of Offenders with Mental Impairments for the implementation of this initiative.

SB 636, by Senator Armbrister, asks TYC to review the benefits of the potential use of the Children's Medication Algorithm Project, as developed by the Texas Department of Mental Health and Mental Retardation, to treat children with mental illness who are in the custody of the Commission.

Also, two Interim Legislative Committees are studying the implementation of the progressive sanctions guidelines. The Senate Interim Committee on Jurisprudence is studying the guidelines to determine if they are bringing consistency, uniformity, and predictability to juvenile dispositions. The House Interim Committee on Juvenile Justice and Family Issues is reviewing the disposition patterns, the uniformity of reporting, and the evaluation of juvenile offense cases.

### *State Interagency Juvenile Justice Initiatives*

TYC participates in several interagency initiatives that have a positive impact on the services we provide and the environment in which services are provided. TYC participates in local Community Resource Coordination Groups (CRCGs) and is an active member and funding partner of the State CRCG team. A TYC representative sits on the Texas Council on Offenders with Mental Impairments (TCOMI) board and are collaborating with them on the recent legislative initiative to refer TYC youth with serious mental health problems to community-based services when they transition to parole. The services include a range of psychiatric and counseling services for youth and their families and are designed to support the youth's ability to remain successful in the community and avoid reincarceration.

We also participate in the state-level Texas Integrated Funding Initiative (TIFI) Consortium at the six community pilot sites (Austin, Brownwood, Conroe, Floydada area, Fort Worth, and Houston). The TIFI project represents a unique approach to dealing with youth with intense mental health needs, including chronic and violent offenders. It is an effort to develop local organized family-based service delivery systems for children with multiple needs, to ensure that these systems are accountable for outcomes, and maximize all state, local, and federal funding sources.

TYC and the Texas Juvenile Probation Commission (TJPC) are the two state juvenile justice agencies in Texas. In 1994, TYC and TJPC formalized a Joint Board Subcommittee, composed of members of the two agencies' full Boards. The Joint Board Subcommittee meets to discuss issues of concern to both agencies and to monitor the *TJPC/TYC Coordinated Strategic Plan*. As a member of the Texas Advisory Council on Juvenile Services, TYC works with chief juvenile probation officers and representatives from the Texas Department of Protective and Regulatory Services and the Texas Education Agency to advise the Texas Juvenile Probation Commission on issues that affect that agency.

Under the leadership of the Department of Information Resources, TYC participates in a consortium of state agencies involved with justice in Texas to plan and coordinate the integration of justice information systems and networking in Texas. In January 2002, the Department of Information Resources published the state strategic plan for the

Texas Justice Information Integration Initiative.

Finally, the Texas Department of Criminal Justice (TDCJ) manages all new construction for TYC, and the two agencies meet weekly concerning construction matters.

### **LOCAL CONDITIONS**

The "*Local Juvenile Justice Futures Project*" solicited the opinions of juvenile justice leaders from six metropolitan areas in Texas (Houston, Dallas, Fort Worth, San Antonio, Austin, and the Lower Rio Grande Valley) that collectively provide about one-half of new TYC commitments each year. Ten practitioners from a multiplicity of juvenile justice disciplines were recruited from each area to form six local panels. The composition of panels varied by locality but participants generally included juvenile court judges, prosecutors, defense attorneys, juvenile probation chiefs, law enforcement officials, school and social service administrators, mayor's representatives, and local TYC parole and quality assurance administrators. A two-round survey process was used to investigate local juvenile justice conditions and challenges that could shape future TYC commitments. Summary conclusions, based on results compiled from the six panels, are reported below.

- **Trends in juvenile crime and arrests:** There was a general consensus on all panels that population growth would be the primary factor underlying any increase in local juvenile crime and arrests, and that arrests of girls would increase faster than those of boys over the next five years. Some panelists felt new prevention, intervention, and early accountability initiatives could mitigate some of the population-driven increase in juvenile crime. Other panelists warned the local economy, should it remain weak, could be a factor associated with increased juvenile crime and arrests.
- **Trends in community attitudes toward juvenile crime:** In the 1980's and early 1990's, there was a sharp rise in community concern about rising juvenile crime. That level of concern about serious juvenile crime may have peaked. Panelists pointed to community desire for accountability and consequences that match the offense. However, several communities appear to be taking a "more serious attitude toward less serious juvenile crime" by placing additional emphasis on juvenile offenses such as lower-level property crimes and truancy.

- **Trends in juvenile dispositions:** There was general consensus on most panels that through the next five years the number of formal dispositions will increase. Panelists variously cited the advent of new intervention programs that require formal disposition for participation, increased reliance on "zero tolerance" policies in schools, and augmented use of intensive supervision teams for at-risk juvenile probationers as explanations for their predictions.
- **Trends in local juvenile justice resources:** Most panels cited two areas where increases in local juvenile justice resources are likely – juvenile detention beds and programs/services for emotionally disturbed juvenile offenders. A few panels identified planned prevention-related activities, but most panels felt that new funding for services or new programs that fall outside these categories is likely to be difficult to obtain and somewhat restricted.
- **Juvenile justice capacity issues:** While each community faced a unique set of local juvenile justice challenges, all panels predicted problems meeting future needs for behavioral health (mental health and chemical dependency treatment) services for juvenile offenders – particularly when residential treatment is indicated. Other frequently mentioned local issues concerned availability of services for female offenders, and providing appropriate specialized treatment services for monolingual Spanish speaking youth, and youth with family members not proficient in the English language.
- **Implications for future TYC commitments:** Panel consensus generally pointed to the fact that communities are currently sending as few youth to TYC as is practical; thus a future decrease in numbers of TYC commitments is highly unlikely. Indeed, all panels predicted that new TYC commitments are likely to increase over the next three to four years – possibly in the range of 10 percent to 20 percent depending on the community. Panelists also pointed out that a higher percentage of future commitments might be more likely to require a "high level" of services or require specialized treatment services.

## Organizational Description

### ORGANIZATIONAL STRUCTURE AND PROCESS

A six-member board of directors governs TYC. The Governor, with the consent of the Senate, appoints

six board members for staggered six-year terms. The Governor designates the Texas Youth Commission's board chair who serves in that capacity at the pleasure of the governor.

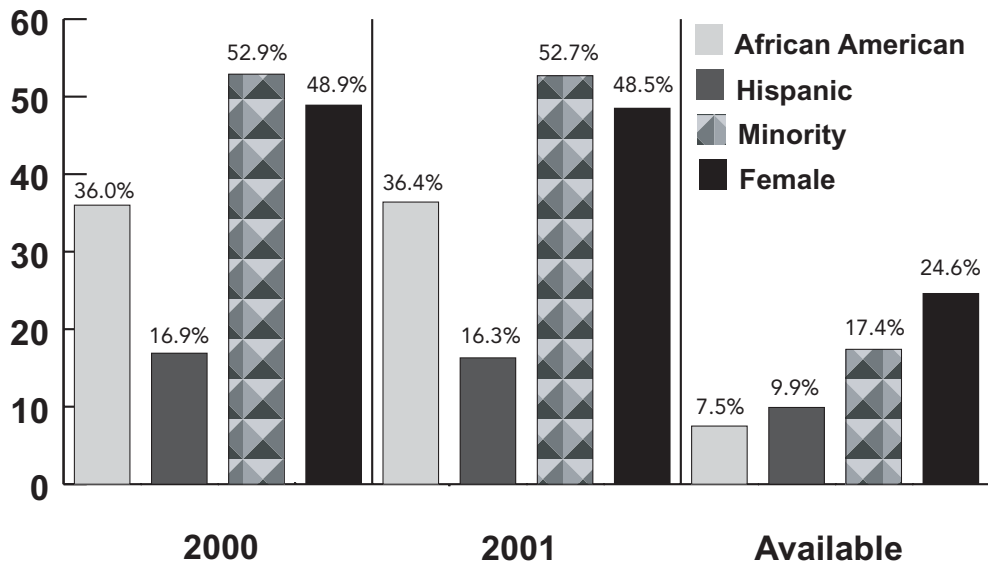
An Executive Director located at a central administrative office heads the Texas Youth Commission administration. A Deputy Executive Director has direct line authority over all agency operations. The Assistant Deputy Executive Director for Juvenile Corrections supervises all residential and community programs. The Assistant Deputy Executive Director for Rehabilitative Services facilitates implementation, coordination, treatment and accountability, and provides clinical oversight for correctional treatment, education, and health services. The Assistant Deputy Executive Director for Financial Support manages the budget, finance, maintenance and operations, and research functions of the agency. The Assistant Deputy Executive Director for Human Resources manages the human resource, risk management, and staff development functions of the agency. The Assistant Deputy Executive Director for Information Services maintains the automated technology capability of the agency.

### HUMAN RESOURCES

The Texas Youth Commission currently employs approximately 5,000 staff whose responsibilities range from youth supervision and treatment to technical and administrative support. Because of the excellence and dedication of TYC staff, the agency is recognized as a leader among juvenile corrections programs across the country. A major benefit for some staff is the implementation of career ladders, which provide for employee promotions. On the downside, the agency employee turnover rate is relatively high at about 25 percent, driven in part by staff who leave within their first few months of employment. Another factor is TYC's inability to keep pace with private sector salaries. With the implementation of several retention initiatives, the agency is seeing some improvement in the turnover rate this year and expects to see this trend continue.

Of TYC staff, 51.5 percent are male and 48.5 percent are female; 46.3 percent are Anglo; 36.4 percent are African American; and 16.3 percent are Hispanic. Legislative goals for the State of Texas require state agencies to reflect at least 37.1 percent minority employment. Overall, TYC exceeds the legislative requirements with 53.7 percent minority employment level (See Figure 14).

FIGURE 14 TYC EMPLOYMENT UTILIZATION BY RACE AND SEX



State Civilian Workforce

.However, minority (especially Hispanic) and female recruitment need to be intensified within some individual Equal Employment Opportunity (EEO) categories, such as Skilled Craft and Technical positions. TYC reviews its Recruitment Plan annually and sets new goals based on this assessment.

The TYC Workforce Plan contained in Appendix E of this strategic plan identifies future agency workforce needs in greater detail.

### STAFF DEVELOPMENT

The Staff Development Department uses the input of the Staff Development Administration Board (SDAB) to assist with the formulation of training needs in the agency. The SDAB is composed of staff representatives from all job classes and field locations.

With the input of the SDAB, several key programs have been implemented or enhanced. The agency's pre-service training program, which prepares new direct care staff to assume responsibility for youth committed to TYC, was revised. The agency now contracts with several community colleges to conduct pre-service training programs using the TYC training program curriculum. The SDAB also assisted in developing annual base line training requirements for all direct care staff as well as the supervisory and management training series, which deal with management skills and procedures specific to the Texas Youth Commission.

*The Staff Development Department has implemented the following training programs:*

1. A formalized Field Training Officer On-the-Job Training program whose procedural manual is the first to meet the criteria for inclusion in the National Institute of Corrections Information Center as a worldwide resource
2. Preventing Inappropriate Relations Between Staff and Students
3. What is Team Building
4. Cross-Gender Communications
5. Dealing with the Multigenerational Workforce
6. Principle-centered training designed to raise employees' professional and personal effectiveness
7. A management training curriculum to qualify caseworker staff who lack required supervisory experience necessary for a promotion to administrative positions
8. Utilized several National Institute of Corrections training programs, including "Executive Training for New Facility Directors," "Field Training Officer / On the Job Training," and Training for Trainers in How to Facilitate Value Laden Training Topics

9. Contracted with private providers to teach a writing skills course and a training program to teach "How to Deal Effectively With People"
10. Offered Spanish Speaking for Non Spanish Speaking Staff
11. Added distance learning program that uses video-conference technology and on-line training accessible to employees on their office desktop computers
12. Implemented an introductory training for Parole and Quality Assurance staff.

The department also created an Intranet agency training calendar for staff throughout the agency to access, and implemented a software training tracking system.

In the near future, the department, with the help of the SDAB and the Austin Community College system, will implement an Executive Field Managers training program to prepare current and prospective Superintendents and other field executives and managers to develop skills that optimize their performance in managing and administering field programs. The Staff Development Department will use both internal and external experts to pursue these goals.

### TECHNOLOGICAL DEVELOPMENTS

TYC is highly automated and makes full use of its automation and telecommunication capabilities. The Email and Scheduling system has become an invaluable tool for both inter- and intra-agency communications. Many reports critical to effective agency operations are distributed daily via email. Staff receiving a report can either view or print these reports depending upon individual needs.

TYC has a well-developed Internet website that is fully compliant with all State of Texas standards. The website contains volumes of information on agency philosophy, policies, operations, and services. This site is the electronic interface TYC presents to the citizens of Texas and the world. The website also contains a very popular section named the "World of Prevention" that is accessed worldwide thousands of times daily. It contains information summarized by TYC as well as web links to prevention resources around the globe.

The agency maintains an internal Intranet website that contains many policy and procedure manuals,

an employee portal to human resources information, and reports access. The reporting section allows TYC employees to access formatted reports, to develop their own reports by selecting the variables to be reported, selecting how the information will be sorted, and printing it, if desired. Daily operations staff can use this information for case management and managers can use it for evaluation and planning purposes. Another section on the Intranet website provides user-friendly web-based data entry. Both the Internet and the Intranet sites are constantly expanding to provide better, more comprehensive information to TYC staff.

TYC utilizes videoconferencing capabilities at 13 facilities across the state and in Austin at the central office. The ability to have staff meetings without travel saves time and money. Videoconferencing is used to conduct staff training, conduct meetings with education staff, and to introduce new initiatives to juvenile corrections staff across the state without the burdensome process of arranging training and travel for hundreds of people.

It is unlikely that in the near future, (next biennium) there will be new technological advances that qualitatively differ significantly from information technology systems currently in place at TYC. It is more plausible that there will be advances in operating efficiencies, speed and capacity. The agency plan for replacement/upgrade of obsolete technology will guide future technology requests.

### HISTORICALLY UNDERUTILIZED BUSINESSES (HUBS)

TYC has been a proactive participant in the state HUB program. A full time HUB Coordinator was hired in 1997. The TYC HUB Coordinator has complete access to agency leadership and purchasing administrators, with a position that is at the same level as the agency Chief of Purchasing. TYC has approved and implemented HUB policies. Agency progress towards HUB performance targets is monitored closely by the senior staff. Feedback is provided to all key administrators with the semi-annual and annual HUB reports. TYC has begun to establish individual HUB targets for each TYC facility. TYC also is embarking on a program to encourage many of its eligible professional services contractors to register as HUB entities.

TYC will continue to implement policies and procedures that aggressively support and promote the intent of the HUB program as mandated by the 76th



Legislature. The primary emphasis of the TYC HUB program is to assist HUBs in their ability to compete for TYC contracting opportunities in the procurement categories of construction, special trades construction, professional services, other services and commodities. TYC will ensure that its procurement staff is cognizant of the availability of HUBs and to the removal of unfair barriers to HUB participation. TYC will continue to improve its HUB program and achieve its HUB goals by:

- Stressing agency goals regarding HUB participation in all construction contracting activities. Include HUB participation in the evaluation criteria of construction contracting opportunities. Actively recruit HUB vendors interested in participating in construction contracting opportunities.
- Stressing agency goals regarding HUB participation in all special trades construction contracting activities. Include HUB participation in the evaluation criteria of special trades contracting opportunities. Actively recruit HUB vendors interested in participating in special trades construction contracting opportunities.
- Stressing agency goals regarding HUB participation in all professional services contracting activities. Include HUB participation in the evaluation criteria of professional services contracting opportunities. Actively recruit HUB vendors interested in participating in professional services contracting opportunities.
- Stressing agency goals regarding HUB participation in all other services purchasing and contracting activities. Include HUB participation in the evaluation criteria of other services contracting opportunities. Actively recruit HUB vendors interested in participating in other services contracting opportunities.
- Stressing agency goals regarding HUB participation and require inclusion of HUB subcontracting requirements in all contracts in excess of \$100,000 wherein subcontracting opportunities exist.
- Implementing a mentor protégé program to foster long-term relationships between TYC prime contractors and HUBs to increase the ability of HUBs to contract with TYC and subcontract with TYC prime contractors.
- Inviting HUBs to deliver technical and business presentations to TYC operational and procurement staff regarding the HUB vendor's capability to do business with TYC.
- Participating in external forums to identify HUBs capable of providing goods and services to TYC, and to make TYC procurement opportunities available to HUBs.
- Hosting alone, or in coordination with other state agencies, local HUB forums.
- Continuing to maintain a full-time HUB Coordinator position.
- Preparing and distributing information on procurement procedures in a manner that encourages participation in bidding for TYC contracts by all businesses.
- Identifying subcontracting opportunities in proposed requisitions that meet established criteria for subcontracting plans.
- Specifying reasonable, realistic contract specifications, terms and conditions consistent with the agency's actual requirements that allow for maximum participation by all businesses.
- Providing potential contractors with referenced list(s) and/or sources of list(s) of certified HUBs available for subcontracting opportunities identified in TYC procurement opportunities.
- Utilizing available HUB directories to solicit bids.
- Maintaining a monthly HUB reporting system to track HUB use in TYC correctional institutions and halfway houses.

#### LOCATION OF SERVICE POPULATIONS

The 76th Texas Legislature enacted SB 501 requiring that each state agency strategic plan identify each geographic region of Texas that is served by the agency, including the Texas-Louisiana border region and the Texas-Mexico border region. The strategic plan is to further identify any specific strategies for serving each region.

TYC services are available throughout the state. TYC operates an orientation and assessment unit at Marlin where staff evaluate and determine placement for youth; Victory Field correctional academy at Vernon; a female offender unit at Brownwood; a

boot camp at Sheffield; a residential treatment center for emotionally disturbed youth at Corsicana; nine community-based facilities; and a statewide system of contract care, independent living and parole services. TYC also operates 10 training schools at the following locations:

- Al Price State Juvenile Correctional Facility;
- Brownwood State School at Brownwood;
- Crockett State School at Crockett;
- Evins Regional Juvenile Center at Edinburg;
- Gainesville State School at Gainesville;
- Giddings State School at Giddings;
- J.W. Hamilton, Jr. State School at Bryan;
- McLennan County State Juvenile Correctional Facility at Mart;
- San Saba State School at San Saba;
- West Texas State School at Pyote.

The Texas-Louisiana border region identified by SB 501 includes 18 counties in the northeastern section of the state. TYC provides or contracts to provide parole/aftercare services in each of the 18 counties identified in the Texas-Louisiana border region. TYC maintains a Northern Service Area District Office in

Tyler. TYC contracts to deliver 24-hour residential service to TYC youth at the following locations: Bowie County Juvenile Justice Center (YSI), Texarkana (Bowie County); and the East Texas Open Door, Inc. Emergency Shelter, Marshall (Harrison County).

The Texas-Mexico border region identified by SB 501 includes 43 counties in the southern tier of the state. TYC provides or contracts to provide parole/aftercare services in each of the 43 counties identified in the Texas-Mexico border region. In this region, TYC operates the Sheffield Boot Camp and the Evins Regional Juvenile Center at Edinburg. This region also is served by four halfway houses: Schaeffer House in El Paso, Beto House in McAllen, Edna Tamayo House in Harlingen, and York House in Corpus Christi. There are two district offices in this region – one in Corpus Christi and one in Harlingen. TYC contracts to deliver 24-hour residential service to TYC youth at the following locations: Associated Marine Institutes, Inc., Los Fresnos (Cameron County); High Frontier, Inc., Fort Davis (Jeff Davis County); and Roy Maas' Youth Alternatives: The Bridge E.S., San Antonio (Bexar County).

FIGURE 15 TYC FACILITY LOCATIONS



## Budget Trends

### SIZE OF BUDGET

The Texas Youth Commission was appropriated \$527 million for the FY 2002-03 biennium, up dramatically from the FYs 1992 and 1993 appropriation of \$190.1 million (See Figure 16).

In addition to the regular appropriated amounts listed below, the total budget for the Fiscal Year 2002-03 biennium will increase as a result of the appropriation bill rider authorizing salary and longevity increases for eligible staff. The capital budget includes \$8.5 million in General Obligation Bonds approved by voters in November 2001.

In addition to general revenue funds, federal funds and general obligation bonds, TYC will receive interagency contracts totaling \$23.6 million. These funds are primarily School Foundation Per Capita Apportionment funds, Project Rio funds received through the Texas Workforce Commission and funds received from the Texas Commission on Alcohol and Drug Abuse (TCADA).

### METHOD OF FINANCE

Figure 17 details the TYC's method of financing for the fiscal year 2002-03 biennium.

### BUDGETARY LIMITATIONS

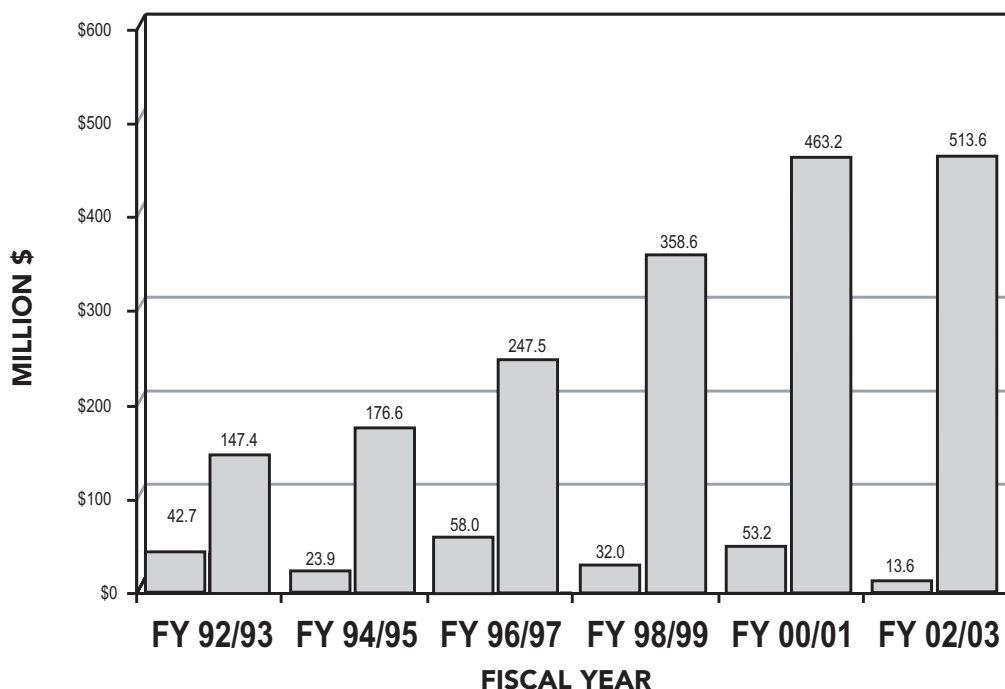
The TYC budget primarily is driven by residential population that is very difficult to project and subject to short-term change. Increased transferability is needed to ensure that funding follows the number of youth in care. The Limitation on State Employment Levels (Senate Bill 1, Article 9, Section 6.14, 77th Legislature) limits state agencies to the number of full-time equivalents (FTEs) stipulated in the General Appropriations Act.

In the FY 2002-03 Legislative Appropriation Request TYC requested a capital budget exceptional item for replacement of personal computers and infrastructure. TYC did not receive funding for this item and accordingly will not be able to meet the replacement schedules outlined by DIR. Additionally, rising pharmaceutical costs have continued to increase the agency's medical costs for psychotropic drugs for youth under our care. Overall, any sharp cost swings can have a dramatic impact on the overall budget.

### POTENTIAL SAVINGS

TYC's potential cost savings plan submitted to the Office of the Governor takes into account the fact that reduced commitments have resulted in a reduced average daily population from the Criminal

FIGURE 16 TYC APPROPRIATIONS, FY 1992-2003



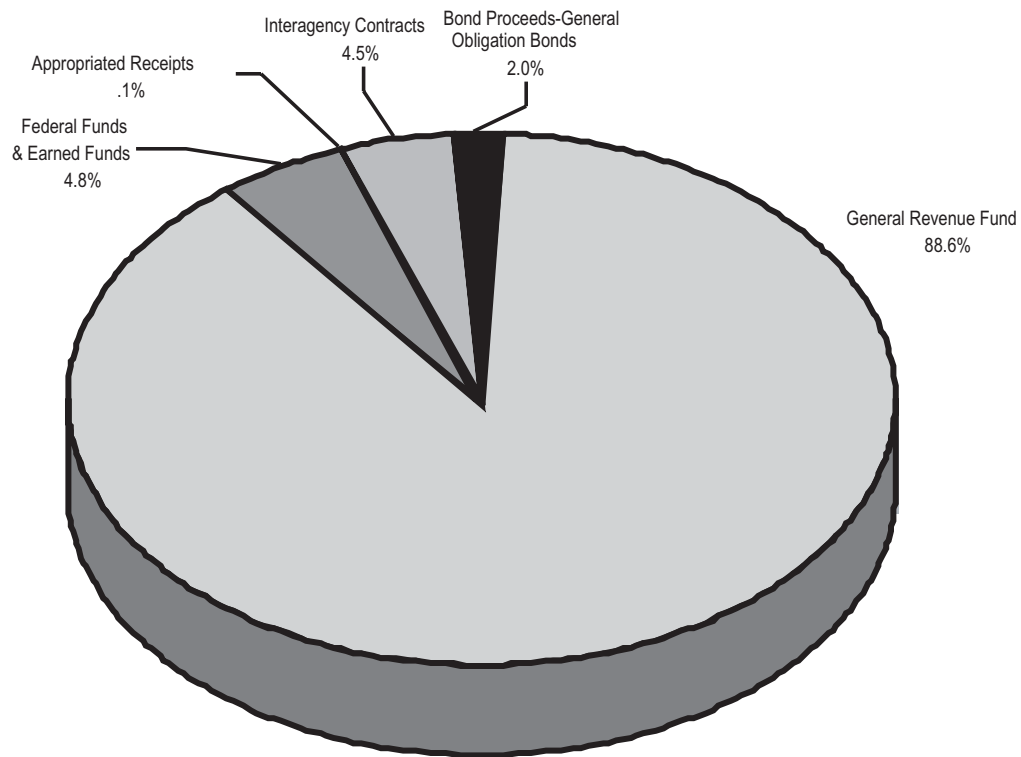


★  
External/Internal Assessment

	FISCAL YEAR					
	FY 92/93	FY 94/95	FY 96/97	FY 98/99	FY 00/01	FY 02/03
Capital Budget	42.7	23.9	58.0	32.0	53.2	<b>13.6</b>
Operating Budget	147.4	176.6	247.5	358.6	463.2	<b>513.6</b>
Total	109.1	200.5	305.5	390.6	516.4	<b>527.2</b>

Recent projections of the Criminal Justice Policy Council indicate TYC will have sufficient bed capacities required to meet population increases through FY 2003.

FIGURE 17 TYC METHOD OF FINANCING FOR FY 2002-03 BIENNIUM



Funds	Biennial Totals	Percentage
General Revenue Fund	\$ 467,208,397	88.6%
Federal Funds & Earned Federal Funds	\$25,336,715	4.8%
Appropriated Receipts	\$370,654	0.1%
Interagency Contracts (including pass-through Federal)	\$23,643,047	4.5%
Bond Proceeds – General Obligation Bonds	\$10,792,136	2.0%
<b>Total Method of Financing</b>	<b>\$ 527,350,949</b>	<b>100.00%</b>

Justice Policy Council's projections. Other cost savings will result from delaying the hiring of less critical staff when vacancies occur and by limiting capital equipment purchases to expand facilities, replacement of critical computer and network infrastructure, replacement of vehicles essential to daily operations, and replacement of safety equipment.

Any potential savings will depend on a number of assumptions about fiscal year 2003 operations, not the least of which is population in TYC residential programs. Current population levels are below the projections of the Criminal Justice Policy Council and the target established in Senate Bill 1. While potential savings are based on continuing that trend through the end of the biennium, it is difficult to project where actual populations will be twelve to eighteen months from now because of the many variables involved.

## **CAPITAL ASSET STRENGTHS AND WEAKNESSES**

### *Strengths:*

TYC has been successful in opening three new facilities over the last twelve years that were specifically designed and constructed for security and the agency's treatment and educational programs. Some facilities were expanded using a prototype dorm design that is more secure and has a central command post that cannot be penetrated by youth. This provides a secure communication link to the rest of the facility in the event of student disturbances.

TYC facilities provide, in most cases, adequate dorm space, educational, recreational, medical, and treatment space to meet the needs of its youth. An expansion of the Evins Regional Juvenile Center through funds appropriated by the 77th Legislature will address inadequate educational space at that facility. TYC now has one bed for each youth without overcrowding its facilities. For many years, TYC facilities operated five to ten percent over capacity because of inadequate bed space.

### *Weaknesses:*

TYC has fifteen facilities located all over the State of Texas. Several of these facilities were not originally designed as correctional youth facilities. For example, three of the facilities were transferred to TYC from the Texas Department of Criminal Justice. One facility was transferred from the Texas Department of Mental Health and Mental Retardation and one was formerly an air force base. While these facilities

have been retrofitted, the initial design constrains their effective use for juvenile programs.

Several TYC facilities are more than thirty years old. Maintaining and updating these facilities to meet revised fire alarm and life safety requirements can be very expensive. Their loss of use because of safety concerns adversely affects rehabilitation efforts.

TYC is not able to meet the recommended timelines established by the Department of Information Resources for replacement of computers and infrastructure. This diminishes the functionality of software and agency legacy systems. The dependence of agency operations on the financial and youth information systems makes these limitations critical. Old and out of date machines result in frequent downtimes and loss of productivity and access to timely information. Moving forward with technological advances in information technology will be important if the agency is to meet its goals and objectives.

## **Agency Effectiveness**

### **PUBLIC PERCEPTIONS**

"High public profile" is virtually synonymous with "negative press" and publicity problems for correctional agencies. Thus, we are grateful that TYC currently enjoys a "low public profile". Recent newspaper articles about us appear in back pages as human-interest stories. We have a network of volunteers, but few ordinary citizens have an opportunity to visit our facilities or see our work first-hand. TYC-committed youth perform community service – normally quietly – without attracting public attention. We enjoy excellent relations in the communities where our facilities are located, but our facilities are generally located in small towns. Accordingly, we believe that it is accurate to conclude that the general public is largely unfamiliar with the quality of our work.

However, there are indications that our programs and services are favorably regarded by juvenile corrections specialists. Our facilities have been positively reviewed by the Coalition for Juvenile Justice<sup>5</sup>, a "watch-dog" organization that promotes national improvements in conditions of juvenile confinement. The Giddings State School was praised as a model training school in a publication of the National Academy of Sciences<sup>6</sup>. The Evins Regional Juvenile

Center recently achieved the highest possible score when accredited by the American Correctional Association. The State of Rhode Island is adopting our Resocialization program for use in rehabilitating their serious juvenile offenders.

Closer to home, TYC biennially surveys Texas juvenile justice professionals (Juvenile Court Judges and Chief Juvenile Probation Officers) and parents/guardians of committed youth to investigate over-all satisfaction with agency services. In 2002, both groups reported overall satisfaction at high rates as detailed in our "2002 Report on Customer Service" published under a separate cover as part of this strategic planning process.

### EMPLOYEE ATTITUDES

The Texas Youth Commission has participated in the "Survey of Organizational Excellence" (SOE) organized by the University of Texas since its inception in 1993/1994. The survey provides in-depth analysis of employee attitudes and concerns, and internal strengths and weaknesses. These are reported in Appendix F and presented with agency plans to address these issues.

### STEPS TO INCREASE ORGANIZATIONAL EXCELLENCE

The Texas Youth Commission developed a Human Resources Management Plan designed to improve employee morale and retention and reduce employee turnover through better management. TYC has taken the following steps through the Human Resources Management Plan to increase organizational excellence:

- Programs to increase employee satisfaction have been developed, implemented, and are being monitored.
- Programs have been created to address the unique nature of employment in juvenile corrections.
- Programs have been developed to address the balance between the rights and satisfaction of the individual employee and the overall good of the agency.
- Creative solutions to employee issues are being identified within the confines of responsible fiscal management.
- Human Resources develops an annual Business Plan, which includes new or enhanced employee programs.

### EFFECTIVENESS OF PROGRAMS

TYC primarily measures its effectiveness by the level of accomplishment on outcome performance measures. In FY 2001, TYC exceeded its target by at least 5 percent in two of five key outcome measures (one-year rearrest rate for violent offenses, and diploma or GED rate), met its target in one (three-year reincarceration rate), and missed its target by more than 5 percent on three (one-year rearrest rate and one-year reincarceration rate). The two missed recidivism measures had higher rates than projected primarily because TYC proactively held youth to greater accountability on parole by issuing directives to apprehend and subsequently revoking youth for technical offenses. TYC believes that this greater accountability was one of the major reasons that TYC had a lower rate than its target on the key outcome measure of rearrest rate for a violent offense.

TYC recently completed its 2001 Review of Agency Treatment Effectiveness that demonstrated reductions in the most serious criminal offenses. The review indicated improvements in the past five years on each of the following recidivism outcome measures:

- One-Year Rearrest Rate for a Violent Offense, from 11.2% to 8.7%
- One-Year Rearrest Rate for a Felony Offense, from 36.9% to 31.1%
- Three-Year Reincarceration rate for a Felony Offense, from 35.3% to 28.6%

It is believed that the primary reasons that serious crime by TYC youth is declining are improvements in Resocialization and greater emphasis on youth being held accountable for their actions.

The Review also examined the four specialized

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<sup>5</sup>Coalition for Juvenile Justice, 1999, *Ain't No Place Anybody Would Want to Be: Conditions of Confinement*. 1999 Annual Report. Washington DC., Coalition for Juvenile Justice.

<sup>6</sup>Panel on Juvenile Crime: Prevention Treatment and Control, 2001, *Juvenile Crime: Juvenile Justice*, J. McCord, C. Spatz, and N. Crowell, eds., Washington, DC., National Academy Press.

treatment areas of Capital and Serious Violent Offenders, Sex Offenders, Chemical Dependency and Emotional Disturbance. The study showed that both before and after statistically removing initial differences, youth who received specialized treatment had lower rates of recidivism in 29 of 31 measures compared (94%), vs. those with similar needs who did not receive specialized treatment. Even after removing initial differences between groups, fourteen of the thirty-one comparisons (45%) had reductions of at least 20% for youth receiving specialized treatment, and 24 (77%) had reductions of at least 10%. In two categories, youth receiving specialized treatment had higher recidivism rates, but the difference was less than 1% after initial differences were statistically removed.

## AREAS OF PROGRESS

### **Resocialization: A Performance Based Program**

In order for rehabilitation to work, services must address the factors supporting the delinquency in the first place. Many youth are raised in seriously abusive, neglectful, or disorganized environments. While not an "excuse" for juvenile offending, such environments predispose youth to delinquency. The majority of TYC youth have been involved in delinquent activities for a long time. They have developed delinquent habits, recurring offense patterns, and belief systems to justify their delinquent activities. Untreated emotional disturbances, chemical dependency, or other specialized needs also contribute to continued delinquency. Many youth are likely to return to crime upon release from incarceration unless we successfully intervene in the factors that support their antisocial behaviors.

TYC has developed a comprehensive rehabilitation program called Resocialization. The program emphasizes assisting youth in understanding the developmental and social antecedents for their criminal behavior, personal accountability for behavior and structure, interrupting negative behavior, feelings and cognitions, victim empathy, positive work ethic, discipline, community service, and academic and vocational skills development. The Resocialization program is based on four cornerstones: correctional therapy, education, work and discipline training. These cornerstones are addressed in three primary areas: **Academic/Workforce Development**, **Behavior**, and **Correctional Therapy**, known as the ABC's of Resocialization. These foundations occur within a highly structured 16-hour day. Youth are engaged in these activities during all waking hours.

The structured environment of the Texas Youth Commission starts from the first day a youth enters the Marlin Orientation and Assessment Unit and continues throughout the youth's stay, including placement in community-based residential correctional programs and parole. The Resocialization program is phase-progressive and competency-based, which means youth move gradually from high restriction confinement to parole, based on completion of both required lengths of stay and demonstrated mastery of objectives in each foundational component. The agency has refined the competency-based phase system to include measurable objectives, which clearly define the necessary requirements. This specificity assists both staff and youth in setting objectives, goals, and on-going assessment from initial intake to parole transition. The phase assessment enhancements also allow for program adaptations and modifications for youth with special needs. Refining the competency-based phase system, we believe enhances the agency's Resocialization program and results in safer youth and safer communities.

TYC's goal is to resocialize youth in a manner that is respectful of cultural differences and validates the reality of their developmental experiences. It is based on the notion of social contract—i.e., that members of society agree to uphold certain rules of behavior for the good of all members, that individuals must be accountable for their own actions, and that reparations should be made when harm is intentionally caused. The TYC Resocialization process attempts to address biological factors and underlying emotional dynamics that fuel delinquent behaviors, remove cognitive justifications used by youth for continued delinquency, and teach skills that will enable youth to make prosocial choices in the future.

### **Academic/ Workforce Development**

The educational curriculum is consistent with the Texas Essential Knowledge and Skills (TEKS) developed by the State Board of Education for students in the public schools. TYC schools are expected to provide a minimum of 330 minutes of instruction daily for students. Emphasis is on the core subjects of English, math, social studies, science and career and technology education. Youth attend school throughout the year and may earn credits toward completion of a high school diploma and prepare to attain a certificate of General Educational Development (GED). The primary goals of the academic program are to improve basic proficiency in reading and math as well as provide basic employment skills. TYC

research indicates the majority of youth make consistent monthly gains in reading and math skills, and youth who complete their GEDs have lower recidivism rates. In several TYC schools, educators team with specialized treatment staff to coordinate delivery of sex offender treatment with course work for a high school credit in sociology or chemical dependency treatment with school credit for health. Students with special needs, such as those eligible for special education services and/or instruction in English as a second language (ESL), receive services required under applicable federal and state statutes. The educational program incorporates current technology and an array of effective workforce development offerings to prepare students for successful and productive exit from the TYC institution. TYC institutions have expanded Career and Technology Education (CATE) programs that include a variety of opportunities for CATE or industry certification. Examples include automobile technology, building trades, business computer information systems, mill and cabinetwork, horticulture, and computer maintenance and repair.

### **Behavior**

Behavioral programming is critical for developing safe, structured environments. TYC youth are typically raised in highly disorganized, unstructured environments, which lack consistency and clear consequences for misbehavior. Discipline training and work are necessary for learning self-discipline skills and responsibility.

- *Discipline Training*

Youth begin to learn self-discipline skills through regimentation and active participation in the structured 16-hour day. They learn the program rules and expectations and demonstrate increased leadership and initiative as they progress through the program. They follow a predictable routine that teaches them how to structure time to accomplish goals and improve self-esteem through positive accomplishments. Discipline training also includes physical training, which provides a tangible example of the connection between practice, hard work, and improved performance.

- *Work*

Youth participate in identified work activities, which include routine facility maintenance and may include paid jobs both on and off campus as their progress in treatment and risk level permit. Workforce programs at TYC schools include Prison

Industry Enhancement (PIE) programs. Currently, PIE programs in which youth receive both job skill training and prevailing industry wages include: building homes and portable buildings, welding, and food service. Youth must also perform community service activities and provide monetary victim restitution as ordered by the courts. The work component teaches responsible work habits and the value of a positive work ethic.

- *Daily Behavior*

As youth engage in all areas of programming, expectations regarding appropriate conduct and encouraging youth to practice new behaviors is critical for internalization and lasting change. Youth receive feedback on their behavior, and immediate consequences, if necessary, in all areas of programming.

### **Correctional Therapy**

Therapeutic interventions are used to stop negative behavior patterns and are necessary before delinquent youth will be motivated and ready to acquire new skills. Intervention may include psychological and psychiatric treatment to address underlying emotional disturbance or mental illness. However, the primary intervention strategy in the Resocialization program is correctional therapy that occurs in a group format. Youth attend three types of groups on a routine basis: core intervention groups where they share life stories, identify patterns of criminal thinking and offending and learn how to interrupt their own negative behaviors; daily behavior groups where they focus on rule violations and problem-solving; and social skills groups in the areas of positive skills development, anger management, conflict resolution, interpersonal communication, and independent living. TYC also offers specialized programming for youth with special needs. These include programs for those diagnosed with emotional disturbance and/or chemical dependency and for those who have committed sexual or serious violent offenses. While all youth receive offense-specific treatment with program adaptations to address their individual needs through the Resocialization program, specialized programming is available to the most high-risk youth and implemented by specially trained staff with advanced training on special needs offenders and professional board licenses.

### **Medical and Food Services**

Youth have a much greater opportunity to succeed in the total TYC program and become productive



citizens if they are healthy and well nourished. The agency is committed to addressing youths' medical, dental, mental health and nutritional needs in a way that is ethical and meets professional community standards. With limited increases in staffing, TYC has made much progress in promoting and monitoring the quality of these essential services.

Youth in institutions and halfway houses receive medical and dental services through a correctional managed care agreement with the University of Texas Medical Branch at Galveston or Texas Tech University Health Sciences Center. Services are provided either at the facility or off-site depending on the type of care that is needed. Utilization review conducted by correctional managed care staff helps to assure that all specialty care is pre-approved according to nationally accepted protocols and is therefore medically necessary. Psychiatric services for medication evaluation and monitoring are provided through contracts with highly qualified individual practitioners. Medication algorithms (decision trees) have been implemented in an effort to control psychotropic medication costs and standardize psychiatric practice across facilities.

Food services in TYC institutions or halfway houses are either TYC-operated or provided through food service management companies. The agency strives to provide nutritious, appetizing meals that are acceptable to youth, are cost-effective and conform to standards. TYC food services meet all the requirements for the National School Lunch/Breakfast Program, the USDA Food Commodities Distribution Program and the Texas Department of Health Food Establishment Regulations.

### Community Reintegration

The final goal of Resocialization is successful community reintegration. In order for youth to maintain the treatment gains realized up to this point, appropriate follow-up services must be in place. The return to the community is the testing ground for changed behaviors and relationship patterns. Safe transition to the community depends upon the youth's motivation, self-control, acquisition of skills, and the presence of a meaningful support system. Strengthening families, continuing specialized treatment services, learning methods for stabilization during crises, and opportunities for education, employment, recreation, and age-appropriate relationships are all parts of lasting Resocialization. Having strengthened the institutional component of

Resocialization during the last biennium, TYC recently developed new initiatives that extend Resocialization concepts to halfway houses and parole placements.

### Halfway Houses

The primary focus of the halfway house is to assist youth in making a successful transition into the community from a high restriction program. Halfway houses allow youth to field-test the skills they have acquired during their stay in the agency's secure programs. The programs offered at the halfway house include community service, education, employment, independent living preparation and Resocialization at all sites. There are eight facilities for male offenders and one facility for female offenders. These nine facilities have a budgeted bed capacity of 218 youth. The average age of the youth served ranges generally between 16 and 21 years of age. One of the nine facilities, Beto House in McAllen, closed its doors November 29, 2001, on a temporary basis. TYC plans to reopen a halfway house program in McAllen sometime in FY 2003.

*The nine facilities and some of the special programs offered are as follows:*

• **Ayres House:**

- 22 male youth
- primary function is independent living preparation
- capital and serious violent offender therapy
- sex offender therapy
- chemical dependency educational groups

• **Beto House:**

- 22 male youth
- independent living preparation
- in-house education program
- fatherhood development program
- (temporarily closed)

• **Cottrell House:**

- 22 male youth
- independent living preparation
- fatherhood development program

• **McFadden Ranch:**

- 48 male youth
- specialized chemical dependency treatment program
- youth placed directly from TYC's Marlin Unit

• **Schaeffer House:**

- 22 male youth
- independent living preparation
- primary follow-up program for boot camp cadets
- continued focus on discipline training acquired at boot camp

• **Edna Tamayo House:**

- 20 male youth
- independent living preparation
- accepts youth 14 - 17 years of age
- in-house education program
- fatherhood development program

• **Turman House:**

- 22 male youth
- independent living preparation

• **Willoughby House:**

- 18 female youth
- parenting skills
- independent living preparation
- sexual abuse counseling
- in-house education program

• **York House:**

- 22 male youth
- independent living preparation
- in-house education program
- chemical dependency education groups
- fatherhood development program

*Project RIO-Y (Employment Training Program)*

Project RIO-Y is a collaborative effort between TYC and the Texas Workforce Commission (TWC) to provide TYC youth with workforce development training and employment assistance. Project RIO-Y was established in the 74th Legislative Session.

This program prepares TYC youth to enter the workforce and/or access educational/training opportunities that will ultimately lead to meaningful employment. Project RIO-Y services include aptitude and interest testing, workforce development training and counseling, and employment referral and placement services. Project RIO-Y services are provided at all TYC institutions. Recently, Project RIO-Y services have expanded to serve youth in some halfway houses, and to assist youth as they transition into the Parole Program.

*Parole Services*

The goal of TYC's Parole Program is to protect the public by promoting the successful Resocialization

and reintegration of youth through surveillance, sanctions, the provision of parole core services and collaboration with community volunteers and service agencies.

*The TYC Parole Program includes the following:*

- The parole program primarily provides a comprehensive program of increased accountability for constructive activity. Youth in the parole program are required to participate in structured 40-hour constructive activity weeks. The constructive activity week includes community service, employment, school attendance, and treatment.
- A parole sanction model is used to increase the effectiveness of the reporting, tracking and levying of minor parole violations and disciplinary sanctions. The model provides officers the ability to levy sanctions with the primary objective to change behavior; however, subsequently, it can be used in the conducting of a parole revocation hearing. Additionally, the information will assist TYC in determining the effectiveness of specific sanctions on parole violations.

TYC parole staff are concentrated in major urban areas with the highest commitment numbers being from Harris, Tarrant, Dallas, Travis, and Bexar counties. In the remote rural areas in which fewer youth are located, parole services are contracted with county juvenile probation departments and private providers.

*The following initiatives are currently underway in the Parole Program:*

- Gang awareness initiatives in South Texas have been developed and include a popular presentation for schools, parents and concerned citizens.
- Parent involvement groups are being conducted in the Houston, Ft. Worth, Dallas, and San Antonio offices. Parole officers participate in parent / family days at TYC Halfway Houses and Institutions.
- The number and types of community service sites continue to expand. Youth on parole are expected to provide services to the community in which they committed their original offense.
- Project RIO-Y has provided workforce development and training assistance and the development of community service initiatives through programs such as AmeriCorps and Job Corps.

- The Dallas district office has developed specialized caseloads for special needs offenders.
- Dallas parole successfully implemented the Parents as Teachers (PAT) program. A PAT position was added to the San Antonio parole office, and training curriculum was put in place in Houston.
- The Fort Worth and Amarillo District Offices were moved into new, more secure locations. TYC is currently in the process of moving the Dallas and Galveston offices into new, more secure locations. The Houston and Midland offices were recently expanded and renovated.
- The Fatherhood Development Initiative has been established in five major counties, and the Texas Council on Offenders with Mental Impairments (TCOMI) is currently being developed in counties served by the grant and by TYC parole.
- Revocations for technical parole violations are on the decline without seeing a remarkable increase in law violations.
- Completion of consecutive employment days
  - 30 days for general offenders
  - 60 days for offenders with chemical dependency-related offenses
  - 120 days for violent offenders
- Employment opportunities are established with the assistance of the preparatory program staff, Project RIO-Y and the Texas Workforce Commission
- Savings of \$650 -\$900 from employment depending on offense and type of employment
- Participation in TYC's Resocialization treatment program
- Participation in specialized treatment counseling as required.

#### **Prevention**

The enabling legislation found in Sections 61.031, 61.036 (a), and 61.036 (b) of the Texas Human Resources Code calls for TYC to study the problem of juvenile delinquency, to focus public attention on solutions for problems and to assist in developing, strengthening, and coordinating programs aimed at preventing delinquency.

The TYC Office of Delinquency Prevention was created in 1993 to work towards meeting those goals and remains committed to providing the most current prevention research and program information to parents, schools, churches, public and private organizations, law enforcement, and governmental entities.

The Office of Delinquency Prevention maintains a searchable directory, A World of Prevention, dedicated to the prevention of child and adolescent problems and the promotion of youth development in families, schools and communities. These web pages can be found at <http://www.tyc.state.tx.us/prevention>.

*In addition to its online resources, the Office of Prevention staff:*

#### *Independent Living Preparation Program*

The independent living preparation program is offered toward the end of a youth's length of stay in the juvenile justice system. The Independent Living Preparatory Program (ILPP) is performance based: youth must demonstrate their ability to solve problems appropriately prior to release from an institution, halfway house or contract care facility and eventual discharge from the agency. Supervision is decreased as youth demonstrate positive behavior and become accountable for their actions.

#### *The performance based curriculum includes:*

- Successful completion of independent living skills modules
  - Job search and maintenance
  - Job search and maintenance, part II
  - Individual adjustment to work
  - Housing search and maintenance
  - Money management
  - Consumer awareness, shopping
  - Health and safety
  - Leisure time activities
- Completion of community service
  - 80 hours for general offenders
  - 100 hours for offenders with chemical dependency-related offenses
  - 120 hours for violent offenders

- Provide direct technical assistance to parents, legislators, community representatives, students, and service providers;

- Facilitate community meetings to plan and coordinate local delinquency prevention efforts;



- Publish articles on the local, state, national and international levels;
- Make presentations to citizens throughout the state and nation; and
- Serve as resources and liaisons to task forces and interagency initiatives related to prevention.

### Contract Monitoring

Program performance measures are used for evaluating all residential contract programs. These measures are the basis for establishing contract program effectiveness and play a key role in contract renewal. TYC believes performance standards have a positive effect on the quality of the contracted program. The Texas Youth Commission makes its expectations clear to the providers.

A residential contract monitoring system ensures contractors consistently provide quality services. TYC selects contracts for monitoring based on a combination of risk factors, provides technical assistance to correct deficiencies, specifies monitoring procedures, and establishes documentation that includes a control system for assessing the quantity and quality of monitoring.

### Information Technology

During the past year, TYC has implemented two new web-based information resource functions that address staff needs identified in the previous information needs assessment the agency conducted. An addition to the TYC Reports site allows TYC employees to access formatted reports, to develop their own reports by selecting the variables for a report, selecting how the information will be sorted,

and printing it, if desired. Reports are added to this site in response to requests from users. Operations staff use this information daily for case management and managers use it for evaluation and planning purposes. TYC has recently implemented a facility for web-based data entry that is very user-friendly. It allows for flexible data entry that includes more text entry than was practical previously. All new data entry functions are being developed using this vehicle. Both of these areas are constantly expanding to provide better, more comprehensive information to TYC staff.

TYC has completed implementation of videoconferencing capabilities at 13 facilities across the state and at Central Office. The ability to have staff meetings without travel saves time as well as money. The agency has used videoconferencing to conduct training with a variety of staff, conduct meetings with education staff, and to introduce new initiatives to juvenile corrections staff across the state without the burdensome process of setting up training and travel for hundreds of people.

### Capacity Expansion

TYC was appropriated construction funds in the last legislative session to expand state-operated bed capacities by 456 beds, as outlined below. These beds will be phased in by FY 2004 at which time TYC capacity will increase to a total of 5,952 beds. This assumes a baseline level of 1,000 contracted beds. The Criminal Justice Policy Council projections made in June 2002 indicate a TYC residential population of 6,121 at the end of FY 2006, and 6,217 at the end of FY 2007. The latter will be only 265 beds in excess of capacity. This shortage can be addressed by contracting with private providers.

*The following is a summary of the additional state-operated bed capacity that will be added with construction funds appropriated by the 76th Legislature:*

FACILITY	BEDS	PHASE- IN DATE
Corsicana Residential Treatment Center (Dorm Conversions)	48	November 2002
Gainesville State School (Dorm Conversion)	24	January 2003
McLennan County State Juvenile Correctional Facility	320	June 2003
Sheffield Boot Camp (New Dorms)	<u>64</u>	May 2003
<b>TOTAL 456</b>		

## Religious Programs

The 75th Legislature stated in SCR 44 that "religious faith is a potent force to dispel negative behavior and assimilate troubled youth back into society as productive citizens."

*The mission of the Chaplaincy Services Department is to ensure that our youth are provided:*

- Worship according to their faith
- Religious guidance, care and counsel
- Holy days and observances, including participating in rites, sacraments and ordinances essential to their religious preference
- Religious education according to their faith
- Religious activities are provided in all levels of confinement within TYC. Religious activities currently provided at TYC facilities include:
  - Worship services
  - Provision of sacraments and ordinances
  - Pastoral counseling
  - Family support
  - Grief counseling
  - Sunday school classes
  - Religious education programs
  - Youth choirs
  - Special weekend religious programs

In TYC community programs, a network of religious volunteers provides a link for youth and their families to their local religious community.

During the past two years, the agency has completed a religious services audit, formal policies have been written for the Institutions Procedure Manual, and the process and codes used for religious preference verification have been updated.

## Volunteer Services within TYC

The Texas Youth Commission believes that community residents have the ability to enhance the life of the youth in our care by increasing the quality and quantity of experiences available to them; to complement, amplify, extend and enhance the services provided by juvenile correctional staff. Volunteers are recognized as a significant part of the total system of services offered to youth. Each TYC program has a volunteer services component administered by a qualified Community Relations Coordinator.

The TYC Volunteer Services Program consists of four primary initiatives for community involvement: Mentoring, Tutoring, Community Resource Councils, and Chaplaincy Services. The community response to the volunteer services program continues to be

overwhelmingly positive. There are currently 1,846 community volunteers registered in our program, not including the hundreds more individuals that take part in special group activities, such as religious events and youth assemblies.

During FY 2001, TYC volunteer programs logged a total of 120,500 hours of volunteer service contributed by citizens.

At most facilities, the mentoring and tutoring initiatives have become highly structured programs that link well-trained volunteers to individual youth, require consistent visits over a specified period of time, and utilize detailed job descriptions that define the volunteer's role throughout the activity. Most of our volunteer programs have begun measuring the impact made by mentoring and tutoring through the use of progress reports, interviews, and evaluations.

During FY 2001, our TYC youth gave 189,958 hours of community service to hundreds of charitable organizations and activities.

Through the volunteer services programs, the Texas Youth Commission received a total of \$2,282,841 in donations and services during FY 2001. This level of contributions makes a considerable difference in our facilities and goes a long way to enrich the lives of youth. Projects such as plans to build chapels at several institutions continue to be undertaken by our volunteer resource councils. In FY 2002, the agency will release a procedural guideline to assist these and other organizations that wish to make capital improvements in our facilities.

Each of the volunteer programs has determined local goals for FY 2002 including such objectives as increasing community visibility; increasing the number of active volunteers; establishing or expanding the mentoring and tutoring services; increasing the training made available to volunteers; diversifying council projects; fully utilizing the VIC (Volunteer Information Center), developing a volunteer newsletter, and initiating volunteer-led 12-step Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) groups.

The Volunteer Services Policy and Procedure manual has been fully revised and updated to reflect current trends in volunteer administration and to improve risk management. All programs are monitored annually, with measurable improvements in processes

documented. Volunteer management software, Volunteer Works, has been fully implemented agencywide. This database program will enable the volunteer coordinators to more effectively manage the large teams of community volunteers who are involved throughout the agency. Volunteer services staff positions have been reclassified, and job descriptions have been rewritten to reflect current program needs. Many of the 22 community resource councils have engaged in strategic planning and have revised their organizational documents to reflect current trends and needs.

### **Victim Services**

The Texas Youth Commission is committed to providing victims of juvenile crime their rights under the law, ensuring that they are informed, involved, and treated with dignity, fairness and respect.

Upon request, TYC provides victims with accurate and timely information regarding their juvenile offender. TYC assists victims by acting as a referral source to available services and maintains a toll-free telephone line for victims' convenience. Agency staff are trained in the areas of victim sensitivity and victim rights.

Crime victims make presentations to TYC youth, giving the victims an opportunity to tell their stories and assist youth in changing their attitudes and beliefs about victims. These sessions have been proven to be powerful tools in the rehabilitation process.

### **Sentenced Offender Department**

A steady increase of sentenced offenders in TYC institutions created the need to develop a Department of Sentenced Offenders for quality control and oversight. Currently, there are between 650 and 700 youth dispersed throughout TYC in institutions and contract care that have determinate sentences. These sentenced offenders will be recommended for transfer to the Texas Department of Criminal Justice (TDCJ) Institutional Division, transfer to TDCJ Parole Division, or transfer to TYC Parole with subsequent transfer to adult parole.

TYC's primary concern is public protection. There is also increased complexity in handling sentenced offender cases. The available options require significant attention to detail, centralized decision making especially when considering parole placement, as well as significant interaction with the juvenile courts throughout the state.

The Department of Sentenced Offenders reviews

each recommendation for release of a sentenced offender back into the community on TYC parole, TDCJ Adult Parole or into TDCJ Institutional Division. The staff in this department provide expert witness testimony to the committing courts, and provide training and policy implementations regarding sentenced offenders.

### **Sex Offender Registration**

Policies and procedures regarding sex offender registration have been established throughout the agency, and training and monitoring are underway. TYC has increased communication and established better relationships with local law enforcement. Several presentations have been made at local law enforcement and statewide conferences, which increases local law enforcement and other agencies' knowledge of TYC's sex offender registration procedures. This communication has been instrumental in the development of TYC procedures that keep all of the agencies involved in sex offender registration processes informed of current developments. Enhanced communication is also beneficial in troubleshooting individual cases.

### **Safety and Security**

Security Intelligence Officers have been hired at 14 institutions. These additional staff will increase safety and security by gathering intelligence to determine the scope and nature of the gang problem in each TYC facility. These staff will identify potential threats to facility security and order and reduce the level of gang activity that often impedes the effectiveness of TYC educational and rehabilitative programs.

Increased salary for juvenile correctional officers (JCO) has increased staff retention. Decreased turnover provides a more stable and experienced workforce. Additional JCO positions for security units have increased the staff-to-youth ratio in the campus location that houses the most volatile youth. All of this works together to increase the safety and security of the facility.

### **Juvenile Correctional Officer (JCO) Pay Program**

The 77th Legislature, 2001, authorized the latest enhancement of the JCO pay program. This action has increased TYC's ability to recruit and retain career juvenile correctional personnel who work on the front line everyday. By retaining experienced, trained staff, we intend to create a safer environment for effective rehabilitation and education, which we believe will ultimately decrease recidivism for TYC youth. Turnover has dropped consistently

since the inception of the first phase of the JCO pay program, and the tenure of the staff has stabilized.

## **CONSTRAINTS TO EFFECTIVENESS**

In this section, TYC examines various factors that limit our efficiency and effectiveness.

### **Constraints to Effective Correctional Treatment Programs**

The major constraints to delivery of effective correctional treatment services have been high staff turnover in casework and clinical positions, increasing numbers of youth with specialized treatment needs, and professional resource limitations. Increasing turnover in casework and clinical positions requires on-going training in the agency's Resocialization curriculum and competency-based phase assessment, which is delivered to all professional and direct care staff. High staff turnover means more frequent base-line training must be offered.

In order to provide adequate training, supervision and service delivery in the correctional treatment area, TYC must have adequate clinical professionals with the appropriate credentials and experience in the relevant treatment areas. Recruitment of such professionals in rural areas is extremely difficult, so TYC has expanded resources at the central office level in Austin in order to provide training in the provision of Resocialization, Phase Assessment, specialized treatment service delivery, and program enhancement.

At the same time, TYC is receiving increasing numbers of youth with specialized treatment needs. For example, approximately 48% of the youth committed to TYC in FY 2001 have been identified with a high mental health need. Many of these youth require psychiatric services, including psychotropic medications. Others require crisis stabilization and ongoing psychological intervention and support in order to participate in rehabilitation programs. The agency has also experienced increasing numbers of youth with chronic serious assaultive behaviors not attributable to mental illness. These youth do not respond to standard treatment interventions and compromise the safety and treatment progress of other youth as well as the safety of staff. Intensive behavior modification programs in self-contained units are required to treat these youth safely.

Recruitment of qualified clinical professionals to work with these challenging youth is becoming increasingly difficult. Even when the agency can recruit clinical professionals with the requisite mental

health backgrounds, they generally do not come with all the specialized expertise we need them to have. For example, in our institutions with specialized treatment programs, we need clinical professionals with expertise in treatment of sex offenders, chemically dependent offenders, cognitively limited offenders, chronic assaultive and serious violent offenders. These same clinical professionals must also conduct forensic evaluations and risk assessments to assist in discharge planning. TYC must provide the additional specialized training to develop the necessary competencies for both professional and direct care staff. Effective correctional and specialized treatment programs require stability in professional resources, not just additional bed space.

Incentives to attract and retain professional staff in rural areas and which can also serve to motivate existing staff to obtain advanced training and licensure are critical to securing the integrity of the agency's specialized treatment programs. Salary incentive packages with competitive or perhaps above-market salaries, given the rural communities where most TYC facilities are located, is desperately needed. Incentives packages may also include, to name a few, reimbursed registration fees for state licensing exams, guaranteed continuing education training, license renewals, licensure supervision, relocation reimbursement, and start-up bonuses. Maintaining the integrity of the Resocialization program requires on-the-job training, on-going consultation, supervision, reasonable compensation and incentives, which support professional licensure, training, and advanced education. Without such incentives, professional staff often are lured to higher-paying private sector jobs with better professional benefits packages or they simply do not see the benefit of applying for positions in state facilities located in outlying or rural areas.

### **Staff and Youth Safety**

The number of seriously assaultive youth continues to be a challenge. There is a relatively small population of youth that do not respond to TYC's basic correctional treatment programs and require special management to keep other youth and staff safe. In FY 2001, there were 2,349 assaults against staff and 10,173 assaults against students. Special intervention programs are being developed in order to deal with the highly aggressive youth. The McLennan County State Juvenile Correctional Facility opened a 32-bed (only running 16 beds at present) high security unit in January 2000, designed to manage these highly aggressive youth.

### **Workforce Recruitment, Development and Retention**

TYC has recently implemented a salary adjustment pay program to improve agency recruitment and retention of Juvenile Correctional Officer staff. Yet recruiting remains fiercely competitive in attracting and maintaining a quality workforce.

The agency's growth has adversely impacted the current training program. To keep pace, the agency needs resources for additional staff to aid in the development of management training for its front-line supervisory personnel and to provide clinical training for other direct care staff. The agency has also outgrown its pre-service training program. To solve this challenge, the agency has contracted with local institutions of higher learning where feasible to provide training for newly hired juvenile correctional staff. The annual pre-service training need is projected to be 1,500 individuals per year. Our in-house training facility can accommodate 1,000 trainees. We will continue to contract with community colleges to provide training for 500 newly hired staff annually.

### **Constraints to Educational Program Effectiveness**

The agency is committed to achieving the productivity outcome measures related to educational outcomes, such as reading at grade level, average daily attendance in TYC-operated schools, math and reading level gains, and completion of GED (General Educational Development) certificates. However, constraints exist because of the population we serve and existing resources required to accomplish these outcomes.

The average functioning level of youth upon entry into the TYC educational program is approximately 4 to 5 grade levels below those expected in the areas of math and reading for the students' ages. The average length of stay for students in TYC educational institutions is slightly longer than one year. Therefore, the challenge is to provide the incentives and instructional environment needed to accomplish five years growth in approximately one year.

Currently, between 45 and 50 percent of youth in TYC educational institutions are eligible for special education services and approximately 10 percent are limited English proficient (LEP) and require English as a second language (ESL) instruction. These special populations continue to increase in number and proportion.

While the agency has made progress during the last

biennium in career and technology educational programs and has the vision and plan to prepare students to succeed in the 21st century, TYC still needs significant technology equipment and infrastructure to be effective. Staff training and technical support for system maintenance and upkeep are critical needs. An increase in students with special needs places system constraints on TYC's ability to address the reading and math needs of students who are typically four to five years behind their expected grade level performance. Current data collection capabilities, library resources and academic staff ratios are below standard for secondary schools. TYC needs school resources to assist students in career and educational planning in the institutions and when students reach parole.

### **Constraints to Cost-Effective Medical Services**

Access to medical care is a basic right of our youth. Correctional systems, such as TYC, are held to professional standards of contemporary care. This care is becoming increasingly expensive as a result of relatively new technologies, such as laser procedures and imaging techniques, the rising costs of pharmaceuticals and higher salaries for skilled health care professionals. In addition, TYC is seeing youth with more health problems and many of these problems are significant with serious consequences for the youth. These serious problems require costly specialty care and/or in-patient care. It remains to be seen if the worldwide nursing shortage will impact the recruitment of qualified nursing staff for TYC.

The costs of psychiatric services, including psychotropic medications needed by approximately 25 percent of our youth, are increasing dramatically. Child and adolescent psychiatrists are in much demand and their practices are generally located in urban areas. It is becoming increasingly difficult to find psychiatrists willing to travel to TYC institutions for current fees.

*TYC has taken a number of actions to control costs, including the following:*

- For FY 2002 and 2003, TYC requested the correctional managed care contractors to reduce nursing staff costs by deleting positions or converting some RN positions to LVN positions. TYC no longer requires a nurse on-site at night, except for selected facilities. This did not compromise the quality of care since an RN is on-call.
- TYC continues to look at alternative methods for the delivery of psychiatric services that would be



more cost-effective while maintaining the current quality of services.

- TYC has implemented psychotropic medication algorithms to take full advantage of the less costly TDCJ formulary medications provided through the correctional managed care contracts with University of Texas Medical Branch at Galveston (UTMB) and Texas Tech University Health Sciences Center (TTUHSC).
- TYC requested that the TDCJ pharmacy recycle unused psychotropic medication from TYC.
- TYC is implementing an electronic medical records system to increase the efficiency of health care staff by reducing paperwork, data collection and entry activities and documentation errors.

## **DEGREE TO WHICH CURRENT BUDGET MEETS CURRENT AND EXPECTED NEEDS**

### **Treatment Programs**

TYC has demonstrated that better treatment leads to better outcomes. In order to maintain the integrity of our treatment programs under conditions of rapid expansion, high staff turnover and increasing proportions of youth with specialized needs, we must expand our clinical resources.

Since the roll-out of the agency wide Resocialization program beginning in 1995, TYC has experienced declining rates in recidivism, particularly in the areas of violent and felony offenses. An essential cornerstone of Resocialization is correctional therapy, the vehicle through which youth learn to accept responsibility for their offenses, to experience empathy for their victims and to develop new skills to become productive citizens once returned to their communities. The effectiveness of correctional therapy depends upon well-implemented programs, well-trained staff and ongoing oversight for quality assurance. Effectiveness is also enhanced when treatment is able to address special needs. In FY 2001, 82 percent of youth committed to TYC had one or more specialized needs in the categories of sex offending, chemical dependency, emotional disturbance, capital or serious violent offending, and mental retardation. The proportion of youth entering TYC with high mental health needs and/or chemical dependency needs is particularly high and has steadily increased in recent years. Specialized treatment has an additional positive impact on recidivism.

In order to provide correctional treatment, which addresses the increasingly complex needs of juvenile offenders, recruitment and retention of clinical professionals is essential. The expansion of central office resources has allowed specialized training, program development and technical support to multiple sites throughout the state. These centralized clinical resources however, are unable to keep pace with the growing vacancy rates among professional positions. These positions were intended to serve in a "supportive" capacity, yet what is increasingly needed, yet difficult to recruit and retain, are clinical staff to provide the needed services to support the agency's Resocialization program. Vacancy rates in these critical positions interrupt the provision of direct clinical services, case management, service delivery of correctional and specialized treatment, and assessment and evaluation for risk-based decision-making regarding community transition. These areas are critical to the rehabilitation of youth committed to the agency and to public safety.

The increasing vacancy rates in casework positions present a serious challenge for the agency and threaten the integrity of Resocialization programming. Juvenile Correctional Officers or direct care staff are critical to ensuring safe and secure facilities. Similarly, caseworkers and other professional staff are the key to the effective implementation of Resocialization programs. Caseworkers, however, are leaving their TYC jobs at alarming rates, as high as 28.13% in some facilities. With every vacant casework position, there is an interruption in the continuity of treatment for youth, resulting in increasing lengths of stay without any benefit in reduction of risk. Without concentrated attention to pay and other incentive programs to retain professional staff, the agency will continue to experience the same or increased levels of turnover. Surveys of caseworkers indicate that salary and incentives are critical for retention. While supportive of the career ladder for direct care staff, surveyed caseworkers voiced the need to be compensated fairly for their advanced education, agency experience, and professional licenses. TYC has developed a Case Manager Career Ladder proposal with four levels, which continues to allow direct care staff with designated years of TYC experience to move into Case Manager positions and provides incentives for advanced degrees, years of experience, and professional licensure which are not rewarded in the current caseworker career ladder.

Effective treatment is also seriously impacted by the severity of need and the safety and security of youth and staff when that need is not addressed. For example, TYC needs to expand the self-contained program for chronic, seriously assaultive youth at the McLennan County State Juvenile Correctional Facility. In addition, the number and proportion of youth with serious emotional disturbances and or mental illnesses continues to increase. For example, in FY 2001, 48 percent of all youth committed to TYC were identified with a high mental health need. While many of these youth can be safely treated and managed in the general population, TYC needs adequate psychological and psychiatric resources to do so. These resources also include the availability of newer and more expensive psychotropic medications with demonstrated effectiveness and fewer side effects with juvenile populations.

#### *Faith-Based Services*

The 75th Legislature stated in SCR 44: "religious faith is a potent force to dispel negative behavior and assimilate troubled youth back into society as productive citizens." Religious activities are provided in all levels of confinement within TYC. However, professional oversight provided by chaplains at every facility would help ensure that all essential religious services are offered and religious freedom is protected for all TYC youth.

TYC currently has only 8 qualified TYC chaplains in our 14 institutional facilities. Community Relations Coordinators coordinate volunteers to provide religious services at the other institutions. To ensure that all essential religious services are provided and religious freedom is protected for all TYC youth, a chaplain position is needed at each institution.

#### *Transition Services*

TYC wishes to expand transition services for youth leaving high restriction facilities to enhance their chances of successful community reintegration. This would include continuation of specialized treatment for youth in halfway houses as well as for those on parole. It would also include further development of independent living preparation, intensive home-based services and supported living for emotionally disturbed youth, and expansion of parent effectiveness training programs. TYC recognizes the importance of parents and families in the successful reintegration of youth back into their communities. TYC also needs to provide sufficient clinical resources

and guidance in the delivery of psychological services for youth on parole, especially with the significant percentage of youth who are identified with high mental health needs. It is important to have the resources to interface the parole surveillance level system properly with the TYC Resocialization Treatment Program. Approximately half of the youth who leave TYC institutions have not been in school long enough to complete a GED or diploma. Almost half of those youth are eligible for special education services and will require transition support to ensure that public schools provide appropriate educational support. Youth who have completed a GED or diploma often need workforce training and assistance with job placement. Additional transition support is needed to assist youth who are on parole in these endeavors.

#### **Safety and Security**

TYC wants to ensure the safety of youth and staff. Proper resources are required to reduce assaults by more aggressive youth on TYC staff and other youth, reduce gang related assaultive and destructive actions, reduce the opportunity for escapes in community-based programming, reduce destruction of state property, increase supervision of the growing number of youth on parole and enhance public protection. Primary resource considerations include appropriate staffing patterns in institutions, special programming, halfway houses and parole. Although the turnover rate in Juvenile Correctional Officer positions has somewhat stabilized, the turnover rate in caseworker and clinical positions remains relatively high. The combination of low-pay, increased turnover, increased vacancies, and the resulting large caseloads for caseworkers takes away from having an appropriate balance between security and treatment in the institutions, negatively affecting safety and security.

TYC needs to provide enhanced security camera surveillance systems and secure transportation vehicles. Additional canine handlers and drug dogs across the state, as well as additional investigators, would help prevent drugs and other contraband from being brought on campuses.

#### **Workforce Recruitment, Development and Retention**

TYC implemented an increased pay program for Juvenile Correctional Officers in September 2001. These positions will continue to receive pay increases based on tenure and increasing levels of supervisory responsibilities. Acceptable job per-



formance appraisals also are required. The financial impact of this pay plan will depend on the percentage of these employees that remain with the agency longer because of these higher salaries. If the pay plan continues to be successful in increasing employee retention and the associated average tenure of these employees, additional funds will be required in future years to maintain this pay plan.

The agency will enhance the training initiative of its direct care work force through shared relationships with community colleges that are in close proximity to TYC facilities. The annual pre-service training need is projected to be 1,500 individuals per year. Our in-house training facility can accommodate 1,000 trainees. We will need to contract with local community colleges to provide training for 500 newly hired staff annually.

#### **Educational Services and Career and Technology (CATE) Programs**

The most critical educational resource need is additional classroom space for four TYC school campuses to allow for full day educational / work-force programs. Other resource considerations include appropriate staff for maintaining accurate and timely data requirements and additional educational liaisons to ensure that quality aftercare services result in successful reintegration of paroled youth.

Additional technology equipment, and infrastructure maintenance are required to provide quality career and technology programs and to provide students with appropriate job readiness skills for today's workplace.

#### **Medical Services**

As national medical costs continue to escalate, TYC must have sufficient resources to maintain quality medical and dental services. Salaries primarily drive the need for continued increases in the capitation rate under the correctional managed care contracts for skilled health professionals, the cost of pharmaceuticals and off-site specialty care. It is imperative that youth are provided all medically necessary services by trained professionals and that professional contemporary standards are met for youth in institutions, as well as those in halfway houses.

TYC must have the resources to remain competitive with psychiatrist fees and be able to provide the necessary psychiatric service hours needed by so many emotionally disturbed youth. In addition,

increased resources are required for psychotropic medication either as a separate item or as part of the capitation rate.

In an attempt to reduce some of the costs related to off-site care, TYC needs additional resources to be able to fully utilize telemedicine as planned at four hub facilities. Also, medical and dental equipment over \$150 is not covered under the correctional managed care contracts. Replacement equipment is a continuing need at our facilities.

#### **Improved Management Accountability and Support**

Additional staff support is needed to improve agency management and accountability support systems. Over the past five years, TYC has doubled in size and increased our use of contractors to deliver some critical services. As we have grown, the agency has added data entry and monitoring duties to evaluate contract compliance, adherence to state regulations and the overall quality of services delivered. However, agency resources in this area have not kept pace with the described growth. Primary resource considerations include the addition of adequate data entry support and quality assurance monitors. In addition, TYC will continue to evaluate automated systems that will enhance our management and accountability support systems.

#### **Complaints Regarding Services and Employment**

The rate of growth in the number of youth served and in the number of employees generally matches the rate of growth in the number of complaints they file regarding services and employment matters. The number of youth/parent complaints is now more than 8,000 a year, and the number of employment complaints is more than 700 a year. The sheer volume of problems requiring attention and heightened legislative expectations for the use of alternative dispute resolution techniques has overwhelmed the more informal processes and controls that worked successfully when the agency was much smaller and relationships could be more personal. Now more formal complaint resolution systems must be put in place to ensure that all complaints are resolved in a timely fashion and in a manner that ensures that every complaint receives careful individual attention and a written response that fairly and completely resolves all the issues.

Most complaints can continue to be resolved through a prompt face-to-face conference, but many others may require an investigation, an opportunity

for hearing, or a facilitated mediation. Successful implementation will require additional employees to help ensure that at each institution and region each complaint is tracked through the resolution process and routed for handling in the manner most suited to successfully resolve the issues. These additional employees would become resources to the agency and to complainants in providing expert information and training about use of the complaint resolution procedures. These employees could assist in compiling data about the numbers of complaints, their subject matter and their resolution so that the information can be used on a regular basis to improve overall agency management and services.

### **Technology**

TYC has been unable to follow the technology replacement cycle recommended by the Department of Information Resources (DIR) in recent years because of funding issues. The recommended cycle is intended to keep state agencies current in technology capabilities without expending funds unnecessarily.

One casualty of this lack of funding has been the voice communication systems. TYC has several systems that have reached imminent failure. When these systems fail, they cannot be repaired. Emergency funding for replacement of voice communication systems in FY02 alone is expected to exceed \$220,000. TYC will have to use funds that were targeted for other infrastructure upgrades and replacements. It is probable that similar expenditures will occur in FY03 as additional systems fail.

These large unscheduled expenses will represent more than 33% of the agency's allocated technology capital budget for the biennium. It is critical that funding to address technology upgrades and replacement be made available, particularly in light of the lack of funding for this purpose in recent years.

### **Appointment of Counsel for Indigent Parolees**

The Texas Youth Commission is responsible for conducting parole revocation hearings for TYC youth who have been released under parole supervision and who are being returned to an institution for having broken the conditions of release. The U.S. Supreme Court's ruling in *Morrissey v. Brewer*, 92 S.Ct. 2593 (1972), established minimal due process requirements for parole revocation. *Gagnon v. Scarpelli*, 93 S.Ct. 1756 (1973) held that because of the requirements set out in *Morrissey*, parolees and probationers have a right to be represented by counsel in revocation hearings and to be appointed

counsel when they are indigent and counsel is needed for their defense.

The state has provided counsel for indigent TYC parolees in parole revocation hearings since 1973, just as it has for indigent adult parolees who need it in parole revocation hearings conducted by the Board of Pardons and Paroles. Though the rate of compensation for appointed counsel is the same for both agencies (\$50/hour for the first two hours of representation and \$25/hour thereafter), the Texas Youth Commission caps the fee payment at \$150 per hearing and the Board of Pardons and Paroles does not. The resulting disparity in payment for the same legal service is not equitable and discourages attorneys from accepting juvenile appointments.

### **Capital Budget Needs**

TYC's major capital assets include 14 existing institutional facilities, 11 of which are owned by TYC. West Texas State School is leased from the University of Texas; Sheffield Boot Camp is leased from the Iraan-Sheffield Independent School District; and Victory Field Correctional Academy is leased from the Texas Department of Mental Health and Mental Retardation (TXMHMR).

#### *a) Repairs, and Rehabilitation of Buildings, Infrastructure, and Systems*

Six of the TYC-owned institutional facilities have a majority of buildings ranging from 25 to 50 years old. These facilities require significant maintenance efforts, on-going repairs, and major renovations to buildings and infrastructure in order to ensure effective use of the states' investment. All facilities require continual renovation of mechanical equipment and systems to operate efficiently, and require on-going major roof and structural repair to prevent deterioration and obsolescence. Repairs and improvements are also needed to five fire alarm systems, locking systems, surveillance systems, and fire suppression systems. These repairs will ensure compliance with new life safety codes and that the lives of youth and staff are protected in emergency situations.

#### *b) Construction of Buildings*

Space is needed for additional academic and vocational education in order to serve increased bed capacities at existing facilities, secure family visitation, and maintenance.

#### *c) Information Technology*

TYC's Information Technology capital assets are

composed of an information infrastructure that interconnects almost 50 sites across the state of Texas, including institutions, parole offices, halfway houses, and contract care facilities, and this number is expected to increase. These sites have experienced unusually rapid technology growth needs as TYC expanded to meet additional legislated capacity and service requirements. Significant maintenance support and capacity adjustments are continually required to sustain the flow of timely and accurate information throughout the infrastructure.

Future capital budget needs for technology include replacement of obsolete equipment and software, upgrades to serve additional staff and increasing information volume and the systems to adequately deliver agency information. These changes will be required to support the 24-hour a-day operations.

#### d) Transportation

Capital needs include the replacement of transportation vehicles at existing facilities. These vehicles are used for student transportation, outside security surveillance, apprehension, maintenance and staff training. TYC's managed health care contracts require the transportation of youth to hospitals located at The University of Texas Medical Branch in Galveston and to local health care providers. Transportation vehicles also are used to transfer youth between TYC facilities or to the Texas Department of Criminal Justice, local restitution projects, and for court hearings. In order to prevent the interruption of operations and unsafe conditions, vehicles used to transport youth off campus are replaced when mileage exceeds 100,000 or repairs become cost-prohibitive. Older and high-mileage vehicles are used on campus where breakdowns do not jeopardize public, staff or youth safety.

#### Capacity Requirements

For the first time in many years, the residential population at TYC has remained steady. The Criminal Justice Policy Council (CJPC) in their June 2002 projections predict TYC can meet projected demand through FY 2005.

A primary reason for this capacity availability is the 76th Legislature's approval of construction of 456 additional beds at Corsicana (48), Gainesville (24), McLennan County (320) and Sheffield (64).

TYC believes an additional need of 169 beds in FY 2005 and 265 beds in FY 2007 can be handled through residential contract programs rather than by additional capacity for TYC-operated programs.

Fiscal Year	TYC Capacity	Population at Year End	Additional Capacity Need
2002	5,474	5,305	0
2003	5,650	5,502	0
2004	5,952	5,733	0
2005	5,952	5,950	0
2006	5,952	6,121	169
2007	5,952	6,217	265

TYC was funded to serve a parole Average Daily Population (ADP) of 3,100 in FY 2002 and 3,130 in FY 2003. It is projected that the parole population will increase to the following through FY 2007:

Fiscal Year	Parole ADP	Additional from Current Funding
2002	2,935	0
2003	2,904	0
2004	2,897	0
2005	3,002	0
2006	3,132	2
2007	3,247	117

These numbers could change with revised projections by the Criminal Justice Policy Council due in January 2003.

TYC will use a number of strategies to fund current and expected budget needs. The agency will identify potential savings in agency operations, prioritize funding issues, delay funding of certain items, and identify the highest priority items for baseline or exceptional items in the agency's Legislative Appropriations Request.

## PERFORMANCE BENCHMARKING

### *Relationship Between Agency Strategies and Statewide Benchmarks*

Performance benchmarking is an important part of determining the effectiveness of programs. TYC engages in an ongoing benchmarking process to measure indicators that impact state-level benchmarks. Each agency goal influences at least one state-level benchmark, and each goal has at least one agency-level benchmark. With the exception of

the agency-level benchmark for the prevention goal, each agency-level benchmark is an agency performance measure.

#### **Agency Goal A: Protection**

##### **State-Level Benchmarks:**

- Juvenile violent crime arrest rate per 100,000 population
- Adult violent crime arrest rate per 100,000 population
- Number of violent crimes per 100,000 population

##### **Agency-Level Benchmark:**

- Arrests Prevented Through Custody in Correctional Programs

#### **Agency Goal B: Productivity**

##### **State-Level Benchmark:**

- High School Graduation Rate

##### **Agency Level Benchmark:**

- Diploma or GED Rate

##### **State-Level Benchmarks:**

- Percent of students who achieve mastery of the foundation subjects of reading, English language arts, math, social studies, science
- Percent of students from third grade forward who are able to read at or above grade level.
- Percent of students from third grade forward who are able to perform at or above grade level in math.

##### **Agency-Level Benchmarks:**

- Percent Reading at Grade or Functional Literacy Level
- Percent with Math Grade or Functional Level

#### **Agency Goal C: Rehabilitation**

##### **State-Level Benchmark:**

- Average Rate of Juvenile Reincarceration within Three Years of Initial Release

##### **Agency-Level Benchmark:**

- Three-Year Reincarceration Rate

##### **State-Level Benchmarks:**

- Juvenile Violent Crime Arrest Rate
- Adult Violent Crime Arrest Rate
- Number of Violent Crimes per 100,000 Population

##### **Agency-Level Benchmark:**

- One-Year Rearrest Rate for Violent Offense

#### **Agency Goal D: Prevention**

##### **State-Level Benchmark:**

- Annual Texas Crime Index Rate

##### **Agency-Level Benchmark:**

- Number of visits per month to TYC's Internet Prevention Pages

### **BENCHMARKING WITH OTHER STATES' JUVENILE JUSTICE PROGRAMS**

In addition to empirical agency-level benchmarks linked to state-level benchmarks, TYC is proactive in searching for suitable program designs for adoption, and in setting the standard for other states to follow.

#### **Literature Review**

TYC professionals participate in a benchmarking process by consistent and conscientious review of literature in applicable areas to ensure that TYC stays abreast of the most effective treatment methods known and that treatment programs are based on sound empirical evidence. With respect to program design, TYC's Rehabilitation Services staff continually review publications and literature to identify and investigate correctional, treatment, rehabilitation, and educational programs for possible implementation in Texas.

In addition, TYC makes a conscientious effort to recognize practical national trends in juvenile justice reform and to establish programs to ensure that Texas is in the forefront of the recommended methods of dealing with juvenile offenders

#### **Measuring Recidivism**

The recidivism definition and tracking procedures used by TYC are among the most well developed in the country. Texas is one of the few states that tracks juvenile recidivism into both the juvenile and adult systems. TYC is one of the very few juvenile justice agencies that examines treatment effectiveness by using complex statistical techniques statistically controlling for differences among treatment and control groups. Furthermore, in the 2001 Review of Agency Treatment Effectiveness, the TYC Research Department used for the first time a statistical technique called Survival Analysis, which has become for academic criminologists the benchmark recidivism analysis technique.

### **Resocialization Program**

TYC's Resocialization Program is becoming the industry standard nationwide. The consensus of professionals in offender treatment endorses cognitive-behavioral therapy, which is the core component of the Resocialization Program and is heavily emphasized in specialized correctional treatment programs. TYC believes that no correctional program would be successful without a comprehensive treatment component to help correct offending behavior and distorted thinking patterns of youth; simple incarceration and punishment are not enough, and the literature fully supports this position. The state of Rhode Island recently contracted with TYC to provide consultation and training in Resocialization for their juvenile justice system.

### **Capital and Serious Violent Offender Treatment**

TYC's Capital and Serious Violent Offender Treatment Program, formerly known as the Capital Offender Treatment program, is cited as an "Effective Program" in the Federal Office of Juvenile Justice and Delinquency Prevention's *Guide for Implementing the Comprehensive Strategy for Serious, Violent and Chronic Juvenile Offenders*.

Treatment effectiveness studies empirically demonstrate the program's effectiveness in reducing rearrest, especially for a violent offense. The program also impacts dynamic variables correlated with reduced risk for reoffense, such as lower levels of hostility and aggression, and increase in a youth's personal locus of control.

### **Services for Mentally Ill and Seriously Emotionally Disturbed Youth**

TYC provides mental health services at varying levels of intensity depending upon the severity of a youth's need. Psychological and psychiatric evaluations are provided at the Marlin Orientation and Assessment Unit. Many youth with mental health issues can participate in standard correctional environments with adjunct psychiatric and/or psychological services provided on site. Youth who require residential treatment services for their mental health problems are referred to special programs for the emotionally disturbed at Corsicana or Crockett. TYC also operates a stabilization unit at the Corsicana facility for youth whose psychiatric problems are so severe that they are a danger to themselves or others or are at risk of further deterioration without intensive intervention. The Corsicana Stabilization Unit has become a model for other states in how to provide effective treatment and safe management of youth who are both

seriously mentally ill and delinquent.

TYC also is collaborating with other agencies under the coordination of the Texas Council on Offenders With Mental Impairments to obtain mental health services for youth when they are paroled back to the community. These services are based on a national model that emphasizes in-home, wraparound services for youth and their families. Research studies have provided empirical evidence that the wrap-around model is effective in reducing recidivism of juvenile offenders.

### **Boot Camp Programming**

Several states have enacted legislation to emphasize a "get tough" attitude on crime in order to allay concerns of the public, and Texas is no exception. Many boot camp programs have been established around the country in response to public desire for stricter, more punitive programs for juveniles. TYC officials investigated several boot camp programs to uncover a positive benchmark for the establishment of a TYC military academy/boot camp. After observing several facilities, a decision was made to integrate at its boot camps the TYC Resocialization Model with several aspects of New York's Sergeant Henry Johnson Youth Leadership Academy. The integrated model incorporates treatment components with leadership activities, physical training and regimentation. In addition, the TYC Sheffield Boot Camp model surpasses other juvenile boot camps by adding a community transition phase. Cadets who graduate from the boot camp transition to a TYC halfway house in El Paso where their boot camp lessons are reinforced.

The structured 16-hour day and standardized dress and hair codes used in the New York program are now the rule not only in TYC boot camps, but in all TYC institutions. These programs provide a model for other juvenile justice agencies.

### **Independent Living Program**

TYC's independent living program, which continues to serve older youth who have disapproved homes and no other option of residence, has proven to be very successful at reducing recidivism rates. As a result, the program served as a model for an independent living program developed by the California Youth Authority. Recently, the Texas Department of Criminal Justice met with parole staff in the Houston area to obtain more information about transitioning adult parolees into their own subsidized apartment living.



## Education Programs

A review of education and vocational studies suggest a strong correlation between reduced recidivism rates and participation in educational and/or vocational programs. A September, 2001 study by the Correctional Education Association on 3,200 inmates who were released from prisons in three states measured the impact of education while incarcerated on post-release behavior, primarily recidivism and employment. The study concluded that inmates who participated in education programs while incarcerated showed lower rates of recidivism as well as higher wages after three years. The report concluded that "correctional education does make a difference." The study's policy implications include some educational programs that TYC has in place or are beginning to implement, including:

- **basic education and GED preparation**---While these are not new programs, TYC has just published a standard set of entry criteria into GED preparation and testing programs to be more inclusive. TYC also has recently published a catalog of appropriate post-secondary courses designed to help older students retain and continue to improve their reading and math skills.
- **parenting instruction**---TYC can offer family and parenting instruction through traditional Career and Technology Education courses, and has recently applied to provide an innovative fatherhood course.
- **vocational education/training and job readiness**---The agency has undertaken an effort to increase workforce development opportunities, including expanding the Prison Industries Enhancement (PIE) and Reintegration of Offenders (RIO-Y) programs, aligning work programs with state curriculum for cooperative programs to award high school credit, and other initiatives.

A study dated March, 2001, published by the National Reporting System (NRS), of the US Department of Education's Division of Adult Education and Literacy, correlates educational functioning level descriptors to literacy levels as measured by various standardized tests. Six literacy levels are described. Test scores at the 9th grade level are considered to equate to the second highest literacy rate. Reading and writing, numeracy, and functional workplace skills are listed for this level, which describe skills that ensure students will be able to function successfully in society. TYC leaders have

proposed using this information as a basis for measuring performance of students released from our institutional schools.

TYC staff used research by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Secretary's Commission on Achieving Necessary Skills (SCANS) to identify comprehensive lists of effective strategies for schools, academic programs, and employment preparation.

One SCANS publication provides specific suggestions for applying SCANS to all subjects in school, as well as in workplaces. The OJJDP states that the "SCANS approach seems very appropriate for delinquent youth and could be implemented in correctional settings." TYC education staff identified strategies and effective characteristics that are being implemented within TYC schools as well as those that should be implemented. Following these guidelines, further efforts are underway to improve educational achievements and employment preparedness of TYC youth.

## Delinquency Prevention

Begun in 1995, TYC's prevention database was regarded as the first online directory of prevention information. In its seventh year, TYC's internet prevention pages continue to be a resource for users from around the world. *A World of Prevention*, found at <http://www.tyc.state.tx.us/prevention>, offers a searchable directory of programs, research, references, and resources dedicated to the prevention of child and adolescent problems and the promotion of youth development in families, schools, and communities. It catalogs 15 wide-ranging categories, such as abuse and neglect, violence and delinquency, suicide prevention, health and safety issues, youth development, funding and grants, as well as other issues that affect children, teenagers, and their families and the organizations that serve them. Since 1995, more than 500,000 people from all 50 states and more than 100 foreign countries have made more than 4 million requests for information from this site.

## Mother-Baby Program

In 1999, the 76th Legislature authorized the Texas Youth Commission to establish a program that would prepare teen mothers committed to TYC not only to be successfully reestablished in the community as law-abiding citizens, but to be good parents as well. SB1607 was sponsored by Senator John Whitmire and co-sponsored by Representative Ray Allen.

TYC created the program through a Request for Proposals process and contracted with Associated Marine Institutes, Inc. to provide the residential program for female juvenile offenders with an infant care and parenting component. It is called WINGS (Women in Need of Greater Strengths) and is located in Marion, Texas, north of San Antonio.

To be accepted in the program, a TYC teen mother must have completed Phase 3 in the TYC Resocialization program, completed at least half of her minimum length of stay, and not be a violent A or sentenced offender. The program can accommodate up to 12 mothers and their babies, ranging in age from newborn up to three years old. As of early 2002, 28 mothers and their babies have been placed in the program. Nineteen mothers successfully completed the program with their babies and are on parole. Two mothers did not successfully complete the program.

WINGS is committed to ensuring that the young mothers completing the program will have increased social and cognitive competencies, especially with regard to reasoning, decision-making, anger control, victim empathy, interpersonal problem solving and moral development. They also will have increased employability skills.

### **Aggression Management Program**

The Aggression Management Program (AMP) is a 16-bed pilot program at the McLennan County State Juvenile Correctional Facility. It consists of single rooms in a locked, self-contained living unit where students can participate in rehabilitation programming without mixing with the general population. In accordance with due process safeguards, youth are admitted from institutions throughout the agency to the AMP when less restrictive interventions have failed to control their chronic, dangerous, predatory and assaultive behaviors. These behaviors have been determined to pose a serious threat to the safety of other students and staff, and the continued presence of these youth in the general population seriously interferes with the effective functioning of therapeutic and educational services for other youth. This type of youth represents only about 4% of the Texas Youth Commission's (TYC) total residential population and is consistent with the national prevalence rates identified in juvenile justice research. This "cutting edge" program has been visited by juvenile justice personnel from Australia, California, Kansas and Louisiana.





# Agency Goals, Objectives, Strategies and Measures

## Agency Goals

*The Texas Youth Commission prioritized agency goals are:*

- To protect the public from the delinquent and criminal acts of TYC youth while they are in institutional or community-based correctional programs;
- To enable TYC youth through habilitation to become productive and responsible citizens;
- To reduce the delinquent and criminal behavior of youth committed to TYC, and of youth currently residing in Texas and adjudicated delinquent by other states;
- To help prevent delinquent behavior;
- To ensure equitable involvement by historically underutilized businesses in all purchasing activities and public works contracts, and to provide equal opportunities to compete for such contracts.

## Linkage Between Agency Goals, Mission and Statewide Priority Goals

TYC AGENCY GOALS	TYC MISSION ELEMENT	STATEWIDE PRIORITY GOALS SUPPORTED
<b>Goal A:</b> To protect the public from the delinquent and criminal acts of TYC youth while they are in institutional or community-based correctional programs.	Protection	Public Safety and Criminal Justice Economic Development Health and Human Services General Government
<b>Goal B:</b> To enable TYC youth through habilitation to become productive and responsible citizens.	Productivity	Education (Public Schools) Economic Development Health and Human Services
<b>Goal C:</b> To reduce the delinquent and criminal behavior of youth committed to TYC, and of youth currently residing in Texas and adjudicated delinquent by other states.	Rehabilitation	Public Safety and Criminal Justice Health and Human Services
<b>Goal D:</b> To help prevent delinquent behavior.	Prevention	Public Safety and Criminal Justice Health and Human Services General Government



## TYC Strategic Planning and Budget Structure

### GOAL A: PROTECT THE PUBLIC

To protect the public from the delinquent and criminal acts of TYC youth while they are in institutional or community-based correctional programs.

*OBJECTIVE A.1: Reduce Crimes and Increase Safety*  
To prevent, through physical security, offenses which would have led to 25,000 arrests per year by the end of FY 2007.

- Outcome Measures:
  - Arrests Prevented Through Custody in Correctional Programs
  - Turnover Rate of Juvenile Correctional Officers

*STRATEGY A.1.1: Assessment and Orientation*  
Provide a system of assessment and orientation, which is culturally competent and accurately determines the relative security risk and treatment needs of committed youth so they are placed in appropriate programs.

- Output Measure:  
Average Daily Population: Assessment and Orientation
- Efficiency Measure:  
Assessment and Orientation Cost per Youth Day
- Explanatory/Input Measure:  
New Youth Committed Annually

*STRATEGY A.1.2: Institutional Services*  
Provide TYC-operated secure correctional programs under conditions that promote the youths' positive development and the interests and safety of the public, youth and staff.

- Output Measure:  
Average Daily Population: Institutional Programs
- Efficiency Measure:  
Capacity Cost in Institutional Programs Per Youth Day
- Explanatory/Input Measure:  
Youth Per Juvenile Correctional Officer Per Shift

#### *Strategy A.1.3: Contracted Capacity*

Provide additional secure and non-secure residential capacity through contracts with private service providers that promote the youth's positive development and the interests and safety of the public and youth.

- Output Measure:  
Average Daily Population: Contract Programs
- Efficiency Measure:  
Capacity Cost in Contract Programs Per Youth Day

#### *STRATEGY A.1.4: Halfway House Services*

Provide TYC-operated non-secure correctional programs under conditions that promote the youth's positive development and the interests and safety of the public and youth.

- Output Measure:  
Average Daily Population: Halfway House Programs
- Efficiency Measure:  
Capacity Cost in Halfway Houses Per Youth Day

#### *STRATEGY A.1.5: Health Care Services*

Provide a system of health care to address a youth's medical and dental needs while in residential care.

- Efficiency Measure:  
Cost of Health Care Services Per Youth Day

#### *STRATEGY A.1.6: Psychiatric Services*

Provide a system of psychiatric services to address youths' mental health needs while in residential care.

- Efficiency Measure:  
Cost of Psychiatric Services Per Youth Day

#### *STRATEGY A.1.7: Construct and Renovate Facilities*

Construct and renovate TYC facilities to provide sufficient capacity and proper conditions.

- Efficiency Measure:  
Change Orders and Add-ons as a Percentage of Budgeted Project Construction Costs

### GOAL B: ENABLE PRODUCTIVITY

To enable TYC youth through habilitation to become productive and responsible citizens.



## Agency Goals, Objectives, Strategies and Measures

### *OBJECTIVE B.1: Constructive Activity*

To increase to 70 percent by the end of FY 2007, the percentage of youth who, within 90 days of release to parole are employed at least part-time or are attending school or technical training

- Outcome Measures:
  - Constructive Activity Rate
  - Diploma or GED Rate (TYC Teacher Institutions)
  - Percent Reading at Grade Level at Release

### *STRATEGY B.1.1: Education and Workforce Programs*

Provide or facilitate 12-month academic, GED, and workforce preparation programs.

- Output Measures:
  - Average Daily Attendance in TYC-Operated Schools
  - Total Number of Contact Hours: Career and Technology Courses
  - Math Level Gain
  - Reading Level Gain
  - Parole Employment Rate
  - Average Daily Attendance in Career and Technology Education Courses
- Efficiency Measure:
  - Education and Workforce Cost in TYC-Operated Schools per Youth Day
- Explanatory/Input Measures:
  - Percent Reading at Grade Level at Commitment
  - Median Years Reading Under Grade Level at Commitment

## **GOAL C: PROVIDE REHABILITATION**

To reduce the delinquent and criminal behavior of youth committed to TYC, and of youth currently residing in Texas and adjudicated delinquent by other states.

### *OBJECTIVE C.1: Decrease Recidivism*

To reduce the one year rearrest rate to 40 percent by the end of FY 2007.

- Outcome Measures:
  - One-Year Rearrest Rate
  - One-Year Rearrest Rate for Violent Offenses
  - One-Year Reincarceration Rate: Total
  - Three-Year Reincarceration Rate: Total
  - One-Year Reincarceration Rate: Felonies or Misdemeanors

- One-Year Rearrest Rate: Treated Capital or Serious Violent Offenders for Violent Offenses
- One-Year Rearrest Rate: Treated Sex Offenders for Violent Sex Offenses
- One-Year Rearrest Rate: Treated Chemically Dependent Youth
- One-Year Rearrest Rate : Treated Emotionally Disturbed Youth
- Three-Year Rearrest Rate: Youth Receiving Specialized Treatment

### *STRATEGY C.1.1: Correctional Treatment*

Provide, through a competency-based Resocialization system, correctional treatment programs appropriate to youth of all cultures.

- Output Measure:
  - Average Daily Population: Correctional Treatment
- Efficiency Measure:
  - Correctional Treatment Cost per Youth Day
- Explanatory/Input Measure:
  - Percent of Commitments Known to be Gang Members

### *STRATEGY C.1.2: Specialized Correctional Treatment*

Provide a system of culturally competent specialized correctional treatment programs for youth with the specialized needs of capital or serious violent offense history, sex offense history, chemical abuse dependence, emotional disturbance, or mental retardation.

- Output Measures:
  - Average Daily Population: Specialized Correctional Treatment
  - Average Daily Population: Capital and Serious Violent Offender Treatment
  - Average Daily Population: Sex Offender Treatment
  - Average Daily Population: Chemical Dependency Treatment
  - Average Daily Population: Emotional Disturbance Treatment
  - Average Daily Population: Mental Retardation Treatment
  - Specialized Correctional Treatment Equity Ratio
- Efficiency Measure:
  - Specialized Correctional Treatment Cost per Youth Day



## Agency Goals, Objectives, Strategies and Measures

### STRATEGY C.1.3: Parole Services

Provide a system of parole services to youth placed at home and remaining under TYC jurisdiction.

- Output Measures:
  - Positive Discharge Rate
  - Average Daily Population: Parole
  - Average Daily Population: Independent Living
  - Average Daily Population: Specialized Parole
- Efficiency Measures:
  - Parole Cost per Youth Day

### STRATEGY C.1.4: Interstate Compact

Implement the interstate cooperative agreement regarding the return and supervision of runaways and the supervision of juvenile probationers and parolees.

- Output Measure:
  - Youth Served through Interstate Compact

## GOAL D: PREVENT DELINQUENCY

To help prevent delinquent behavior.

### OBJECTIVE D.1: Increase Prevention Knowledge

To expand knowledge of delinquency prevention research and programs by maintaining TYC's Internet Prevention Pages so that they may receive 20,000 visits per month from customers who can download copies of executive summaries or other information and by continuing to make presentations and publish articles through the year 2007.

### STRATEGY D.1.1: Prevention Information

Provide assistance and information to support state and local efforts in delinquency prevention.

### (INDIRECTLY FUNDED STRATEGY)

### STRATEGY D.1.2: Juvenile Justice System Support

To support and establish alliances with agencies, groups and individuals impacting the juvenile justice system.

### (INDIRECTLY FUNDED GOAL)

## GOAL E: HISTORICALLY UNDERUTILIZED BUSINESSES (HUBS)

To ensure equitable involvement by historically underutilized businesses in all purchasing activities and public works contracts, and to provide equal opportunity to compete for such contracts.

### OBJECTIVE E.1: HUB Involvement

To make a good faith effort to increase TYC contract awards to certified HUBs in Texas Building and Procurement Commission designated object code procurements in FYs 2003-2007, to achieve the following overall procurement category goal percentages as follows:

Building Construction	26.1%
Special Trades Construction	57.2%
Professional Services	20.0%
Commodities	12.6%
Other Services	33.0%

- Outcome Measures:
  - HUB Procurement Rate: Building Construction
  - HUB Procurement Rate: Special Trades Construction
  - HUB Procurement Rate: Professional Service
  - HUB Procurement Rate: Commodities
  - HUB Procurement Rate: Other Services

### STRATEGY E.1.1: Identify and Recruit HUBs

Implement a continuing program to identify and recruit HUBs, identify potential HUB subcontracting opportunities, and provide assistance to minority and women owned businesses in the certification and bidding process.



## Appendix A: Agency Planning Process

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The agency planning process is cyclical and occurs in two distinct but interrelated phases of strategic and action planning. Action planning is accomplished through a divisional business planning process.

This version of the strategic plan was developed, in part, by evaluating and monitoring the previous agency strategic plan, division business plans, and the performance measures set in the previous strategic planning cycle. The TYC Executive Council reviews progress toward agency performance targets on a quarterly basis and identifies problem areas for more specific review and action. Staff provides the performance measures status to the TYC Board of Directors during regularly scheduled board meetings.

Formal action to develop this version of the agency strategic plan was initiated at an agency Executive Council meeting conducted subsequent to the last legislative session. The 77th Legislature passed several key pieces of legislation impacting TYC. Objectives for near-term actions were established.

An agency planning committee reviewed the instructions and developed the detail for this strategic plan. Consisting of key members of the execu-

tive and management staffs, the planning committee thoroughly reviewed the agency vision, mission, and strategies. Each major functional area of the agency was represented, and the planning team members represented the interests of their respective groups during the process.

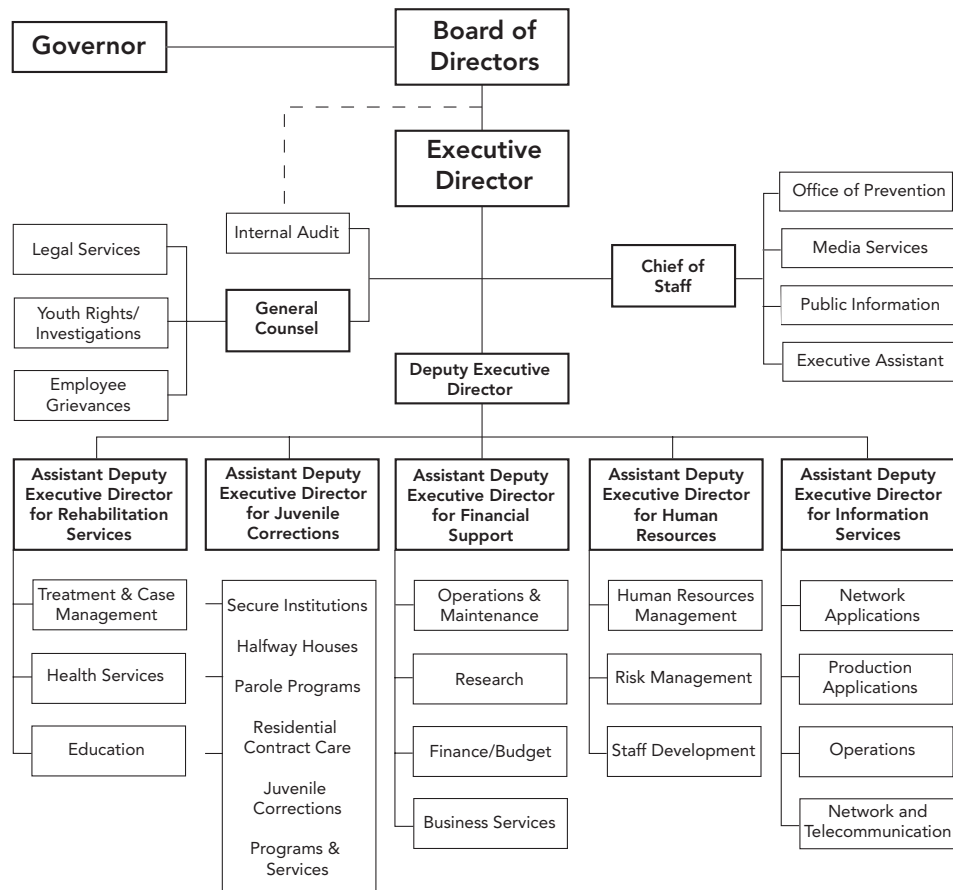
Team members developed and coordinated their inputs and issue areas with central and field staff experts. The committee assigned key staff to complete the external and internal assessment, and the planning committee incorporated the results of staff recommendations into the strategic plan. The Executive Council also reviewed and contributed to the strategic plan.

A source for the agency strategic plan for this cycle was the development and review of the TJPC/TYC Coordinated Strategic Plan for Juvenile Justice. The latest version of the Coordinated Strategic Plan was finalized and approved by December 1, 2001. Issues, goals, and strategies in that plan are carried forward in the TYC strategic plan as appropriate.

As in past planning cycles, the TYC board participated actively in developing the plan through review and input by the board's budget committee and the board as a whole.



## Appendix B: Current Organization Chart





## Appendix C: Five Year Projections for Outcomes

The projections in this table are based on the primary assumption that TYC will be funded during the planning period at FY 2003 current services levels. Additional or less funding requested or provided during the appropriations processes could cause these targets to change.

OUTCOME MEASURE	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Arrests Prevented Through Custody in Correctional Programs	21,030	22,030	22,940	23,700	24,180
Turnover Rate of Juvenile Correctional Officers	30%	30%	30%	30%	30%
Constructive Activity Rate	61%	61%	61%	61%	61%
Diploma or GED Rate (TYC Teacher Institutions)	50%	50%	50%	50%	50%
Percent Reading at Grade Level	17%	17%	17%	17%	17%
One-Year Rearrest Rate	54%	54%	54%	54%	54%
One-Year Rearrest Rate for Violent Offenses	8.7%	8.7%	8.7%	8.7%	8.7%
One-Year Reincarceration Rate: Total	31%	31%	31%	31%	31%
Three-Year Reincarceration Rate: Total	49%	49%	49%	49%	49%
One-Year Reincarceration Rate: Felonies or Misdemeanors	16%	16%	16%	16%	16%
One-Year Rearrest Rate: Treated Capital or Serious Violent Offenders for Violent Offenses	3.6%	3.6%	3.6%	3.6%	3.6%
One-Year Rearrest Rate: Treated Sex Offenders for Violent Sex Offenses	2%	2%	2%	2%	2%
One-Year Rearrest Rate: Treated Chemically Dependent Youth	61%	61%	61%	61%	61%
One-Year Rearrest Rate: Treated Emotionally Disturbed Youth	51%	51%	51%	51%	51%
Three-Year Rearrest Rate: Youth Receiving Specialized Treatment	81%	81%	81%	81%	81%
HUB Procurement Rate: Building Construction	26.1%	26.1%	26.1%	26.1%	26.1%
HUB Procurement Rate: Special Trades Construction	57.2%	57.2%	57.2%	57.2%	57.2%
HUB Procurement Rate: Professional Services	20%	20%	20%	20%	20%
HUB Procurement Rate: Commodities	12.6%	12.6%	12.6%	12.6%	12.6%
HUB Procurement Rate: Other Services	33.0%	33.0%	33.0%	33.0%	33.0%





## Appendix D: List of Measure Definitions

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### GOAL A: PROTECTION

#### Outcome Measure

**Title:** *Arrests Prevented Through Custody in Correctional Programs*

**Definition:** Arrests estimated to have been prevented by maintaining custody of youth in residential correctional programs, which are all placement locations except parole.

**Data Limitations:** The measure estimates the number of arrests which did not occur because of the existence of TYC correctional programs, rather than being a count of actual events that did occur. Many societal, law enforcement, and juvenile justice factors affect the number of arrests youth experience prior to TYC commitment. Though subject to change for reasons not under agency control, these factors establish the baseline from which "arrests prevented" are computed. The measure is dependent upon the accuracy of information provided by juvenile probation departments. Thus, the number of "arrests prevented" may increase or decrease due to factors not under agency control.

**Data Source:** Arrests in the year prior to commitment are obtained from juvenile probation departments and entered onto the TYC Correctional Care System at the time of commitment by TYC data entry clerks. Arrests while in TYC custody are recorded on the Correctional Care System as they occur. Time served in correctional programs is collected from placement information on the Correctional Care System. All data sources are automated.

**Methodology:** "Arrests prevented" are calculated as the difference between the number of arrests a youth experienced the year prior to commitment and the number he/she experienced while in TYC correctional programs. Results are prorated to reflect

the time youth served in correctional programs during the measurement period.

**Purpose:** The measure estimates the number of crimes prevented in the community as a direct result of TYC correctional supervision.

**Calculation Type:** Cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL A: PROTECTION

#### Outcome Measure

**Title:** *Turnover Rate of Juvenile Correctional Officers*

**Definition:** The number of terminations during the fiscal year divided by the average number of juvenile correctional officers during the fiscal year expressed as a percentage (x100).

**Data Limitations:** The State Auditor's Annual Report on Full-Time Classified State Employee Turnover has traditionally not been published until nearly three months after the ABEST due date. If the figures initially reported do not equal those reported by the State Auditor's Office (SAO), they will be changed to that of the SAO.

**Data Source:** Employment information is collected through Personnel Action Requests, and maintained on the Uniform Statewide Payroll System. The rate will be calculated and initially entered into ABEST by TYC staff, but if available, the final figure will be taken from the State Auditor's Office Annual Report on Full-Time Classified State Employee Turnover.

**Methodology:** The number of juvenile correctional

officer terminations during the fiscal year divided by the average number of juvenile correctional officers on the last day of each quarter. The result is expressed as a percentage (multiplied by 100).

**Purpose:** Juvenile Correctional Officers (JCO's) maintain order in TYC facilities and ensure a safe environment. The safety of youth and staff depend on a low ratio of youth per JCO, and that the JCO's be experienced and adequately trained. This can only be maintained if there is a low turnover rate.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

## GOAL A: PROTECTION

### Output Measure

**Title:** *Average Daily Population: Institutional Programs*

**Definition:** The average number of youth served daily by TYC institutional programs. The programs are high restriction programs other than assessment and orientation.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

**Data Source:** Institutional program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data sources are automated from the TYC Correctional Care System. Total youth days in institutional programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

**Purpose:** This is a measure of utilization of TYC institutional program resources. It is an indicator of the degree of correspondence between the number of youth in TYC-operated secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New measure:** Yes.

**Desired Performance:** Higher than Target.

## GOAL A: PROTECTION

### Output Measure

**Title:** *Average Daily Population: Assessment and Orientation*

**Definition:** The average number of youth served daily in assessment and orientation programs.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth the assessment and orientation unit.

**Data Source:** Assignments and releases into assessment and orientation programs, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in assessment and orientation is summarized from this automated data system.

**Methodology:** Data sources are automated from the TYC Correctional Care System. Total youth days in assessment and orientation programs less days absent due to off-campus statuses are divided by the number of days in the reporting period.

**Purpose:** This is a measure of utilization of TYC assessment and orientation resources. It is an indicator of the correspondence between the number of youth actually served in assessment and orientation and system's capacity to provide assessment and orientation services. A population that exceeds capacity may indicate overcrowding. A population below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

**GOAL A: PROTECTION****Output Measure**

**Title:** *Average Daily Population: Contract Programs*

**Definition:** The average number of youth served daily by contracted residential programs. The programs may be high, medium, or minimum restriction programs.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

**Data Source:** Contracted program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data sources are automated from the TYC Correctional Care System. Total youth days in contracted residential programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

**Purpose:** This is a measure of utilization of contracted program resources. It is an indicator of the degree of correspondence between the number of youth in contracted secure and non-secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Higher than Target.

**GOAL A: PROTECTION****Output Measure**

**Title:** *Average Daily Population: Halfway House Programs*

**Definition:** The average number of youth served daily by halfway house programs, which are TYC-operated residential non-secure programs.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

**Data Source:** Halfway house program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data sources are automated from the TYC Correctional Care System. Total youth days in halfway house programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

**Purpose:** This is a measure of utilization of halfway house program resources. It is an indicator of the degree of correspondence between the number of youth in TYC-operated non-secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Higher than Target.

**GOAL A: PROTECTION****Efficiency Measure**

**Title:** *Capacity Cost in Institutional Programs Per Youth Day*

**Definition:** Institutional program cost per youth per day.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and institutional strategy costs per youth per day. 2) This not a full cost measure as it only includes the costs expended in the strategy. 3) Expenditures often include those from funds received or for expenditures required after the appropriations bill has been finalized.

**Data Source:** Institutional program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. Expenditures are classified and entered onto the TYC financial accounting system.

**Methodology:** Total dollars expended for the Institutional Services strategy during the reporting period are divided by Average Daily Population in Institutional Programs, and then divided by the number of days in the reporting period.

**Purpose:** This measure summarizes the average cost per day of providing TYC-operated secure correctional services, including room, board, and security for TYC youth. The measure facilitates period-to-period cost comparison.

**Calculation Type:** Noncumulative.

**New measure:** Yes.

**Desired Performance:** Lower than target.

## GOAL A: PROTECTION

### Efficiency Measure

**Title:** *Assessment and Orientation Cost Per Youth Day*

**Definition:** Assessment and orientation program cost per youth per day.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the timing and number of youth who enter the assessment and orientation unit, consequent efficiencies of scale, and costs per youth per day. 2) This not a full cost measure as it only includes the costs expended in the strategy. 3) Expenditures often include those from funds received or for expenditures required after the appropriations bill has been finalized.

**Data Source:** Program assignments and releases as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth

in assessment and orientation is summarized from this automated data system. Expenditures are classified and entered on the TYC financial accounting system. Orientation and assessment cost data for the reporting period is retrieved from this automated data system.

**Methodology:** Assessment and orientation cost per day is calculated as total dollars expended for the assessment and orientation strategy, divided by Average Daily Population of the Assessment and Orientation Unit, divided by the number of days in the reporting period.

**Purpose:** The measure presents average per-day cost of providing orientation and assessment services for TYC youth. The presentation facilitates year-to-year cost comparisons.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL A: PROTECTION

### Efficiency Measure

**Title:** *Capacity Cost in Contract Programs Per Youth Day*

**Definition:** Contract program cost per youth per day.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and contract strategy costs per youth per day. 2) This is not a full cost measure as it only includes the costs expended in the strategy. 3) Expenditures often include those from funds received or for expenditures required after the appropriations bill has been finalized.

**Data Source:** Contract program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. Expenditures are classified and entered onto the TYC financial accounting system.

**Methodology:** Total dollars expended for the Contracted Capacity strategy during the reporting period are divided by Average Daily Population in Contract Programs, and then divided by the number of days in the reporting period.

**Purpose:** This measure summarizes the average cost per day of providing contracted correctional services, including room, board, and security for TYC youth. The measure facilitates period-to-period cost comparison.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Lower than target.

## GOAL A: PROTECTION

### Efficiency Measure

**Title:** *Capacity Cost in Halfway Houses Per Youth Day*

**Definition:** Halfway program cost per youth per day.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and halfway house strategy costs per youth per day. 2) This is not a full cost measure as it only includes the costs expended in the strategy. 3) Expenditures often include those from funds received or for expenditures required after the appropriations bill has been finalized.

**Data Source:** Halfway house program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. Expenditures are classified and entered onto the TYC financial accounting system.

**Methodology:** Total dollars expended for the Halfway House Services strategy during the reporting period are divided by Average Daily Population in Halfway House Programs, and then divided by the number of days in the reporting period.

**Purpose:** This measure summarizes the average cost

per day of providing TYC-operated non-secure correctional services, including room, board, and security for TYC youth. The measure facilitates period-to-period cost comparison.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Lower than target.

## GOAL A: PROTECTION

### Efficiency Measure

**Title:** *Cost of Health Care Services Per Youth Day*

**Definition:** Health care services cost per youth per day.

**Data Limitations:** The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and health care services strategy costs per youth per day.

**Data Source:** Residential program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. Expenditures are classified and entered onto the TYC financial accounting system.

**Methodology:** Total dollars expended for the Health Care Services strategy during the reporting period are divided by the average daily population in residential programs, and then divided by the number of days in the reporting period.

**Purpose:** This measure summarizes the average cost per day of providing health care services for TYC youth. The measure facilitates period-to-period cost comparison.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Lower than target.



**GOAL A: PROTECTION****Efficiency Measure**

**Title:** *Cost of Psychiatric Care Services Per Youth Day*

**Definition:** Cost of psychiatric care services per youth per day in TYC-operated institutions.

**Data Limitations:** The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and psychiatric care services strategy costs per youth per day.

**Data Source:** Institutional program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. Expenditures are classified and entered onto the TYC financial accounting system.

**Methodology:** Total dollars expended for the Psychiatric Care Services strategy during the reporting period are divided by the average daily population in institutional programs, and then divided by the number of days in the reporting period.

**Purpose:** This measure summarizes the average cost per day of providing psychiatric care services for TYC youth. The measure facilitates period-to-period cost comparison.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Lower than target.

**GOAL A: PROTECTION****Efficiency Measure**

**Title:** *Change Orders and Add-ons as a Percentage of Budgeted Project Construction Costs*

**Definition:** Change orders and add-ons as a percentage of budgeted construction costs.

**Data Limitations:** Some change-orders or add-ons may improve the operational efficiency and safety of

facilities and be justified in terms of long-term operating costs.

**Data Source:** Construction-related expenditures are classified and entered onto the TYC financial accounting system.

**Methodology:** Construction expenditures for change-orders or add-ons are divided by total construction dollars expended in the Construction strategy for the reporting period. The result is expressed as a percentage.

**Purpose:** Change orders or add-ons may affect the overall cost of building a facility. This measure reflects the extent to which projects are completed within budgeted levels.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

**GOAL A: PROTECTION****Explanatory Measure**

**Title:** *Youth Per Juvenile Correctional Officer Per Shift*

**Definition:** The number of youth in TYC-operated institutions per on-duty Juvenile Correctional Officer staff (JCO) working in dormitories per shift.

**Data Limitations:** The measure presents a system-wide average. Physical layouts of institutions and characteristics of populations of youth served affect local ratios required for safe operations. The ratios also differ among the shifts within each institution.

**Data Source:** Institutional assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention and jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in institutions is summarized from this automated data system by a monthly report produced by the Information Resources Department. The number of on-duty JCO staff is determined by the TYC Finance Department through information available on the Uniform Statewide Payroll System.

**Methodology:** Youth per JCO per shift is calculated by dividing the average daily population (ADP) in

TYC-operated institutions by the number of on-duty dormitory JCO staff per shift, excluding the JCO dorm supervisors. The ADP in TYC-operated institutions is calculated by summing the total number of days youth are assigned to institutions operated by TYC (excluding days absent due to off-campus statuses), and then dividing by the number of days in the reporting period. The number of on-duty dormitory JCO's per shift is calculated by dividing the number of paid days for dormitory staff JCO positions by three to reflect that three shifts per day are required for 24-hour coverage; this result is then divided by the "relief factor" (currently calculated at 1.72) that accounts for 1) each 8 hour shift having 56 hours in a week rather than 40, and 2) hours staff are paid but away from dorms for reasons such as annual leave, sick leave, and training.

**Purpose:** Juvenile Correctional Officers maintain order in TYC facilities and ensure a safe environment. The average number of youth per Juvenile Correctional Officer per shift impacts institutional safety and security. The safety of youth and staff depend on a low ratio.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

## GOAL A: PROTECTION

### Explanatory Measure

**Title:** *New Youth Committed Annually*

**Definition:** The annual number of first-time commitments.

**Data Limitations:** The Texas Youth Commission accepts all youth legally committed by Texas courts. This number is outside of the agency's control.

**Data Source:** Assessment and orientation personnel identify youth committed to TYC for the first time. Data entry clerks enter this information into the TYC Correctional Care System.

**Methodology:** The number of youth received at TYC assessment centers during the reporting period for the first time ever for a commitment to the agency from the juvenile court are counted.

**Purpose:** This measure counts the number of youth

committed to TYC for the first time. The number of youth committed to TYC is the primary factor affecting program populations and therefore the necessary budgets.

**Calculation Type:** Cumulative.

**New Measure:** No.

**Desired Performance:** Not applicable for explanatory measures.

## GOAL B: PRODUCTIVITY

### Outcome Measure

**Title:** *Constructive Activity Rate*

**Definition:** The percentage of youth who, within 90 days after release to parole, are employed, attending school, or participating in vocational or technical training.

**Data Limitations:** 1) Data is only entered at the point of contact between parole officers and parolees. A measurement taken at single point in time may not reflect performance over the entire period. 2) General economic conditions may affect employment opportunities.

**Data Source:** Each youth under TYC jurisdiction has an Individual Case Plan. Part of the case plan on parole is education and/or employment. TYC parole officers update compliance with the case plan onto the TYC Correctional Care System.

**Methodology:** Data sources are automated. The 90-day measurement period begins when a youth is paroled to the community. Constructive activity participation is measured the day of a youth's last contact with their parole officer prior to the end of the measurement period. Youth constructively engaged at that reporting date are counted as participating in a constructive activity. The denominator for the measure is the number of youth who, during the reporting period, reach the tracking end point of 90 days since parole.

**Purpose:** This measure is intended as an early indicator of successful community re-integration for youth under TYC parole supervision.

**Calculation Type:** Noncumulative.



**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL B: PRODUCTIVITY

### Outcome Measure

**Title:** *Diploma or GED Rate (TYC Teacher Institutions)*

**Definition:** The percentage of youth age 16 or above who have earned a high school diploma or general equivalency diploma (GED) within 90 days after their release from institutions with TYC teachers.

**Data Limitations:** TYC has a large percentage of special education youth. The average youth committed functions at the 5th grade level at admission. It is very difficult for many youth to achieve a diploma within the short time they are at TYC.

**Data Source:** When youth achieve either a high school diploma or GED, the completion date is recorded in the TYC computer system by TYC personnel. Information concerning age, release date, and discharge status are maintained on the TYC computer system.

**Methodology:** Data sources are automated. Measurement extends 90 days after release from institutions with TYC teachers. The denominator of "Diploma or GED population" is the number of youth who, during the reporting period, reach the tracking end point of 90 days since release from an institution with TYC teachers, and were age 16 or older when released. The numerator is the number of these youth who had obtained their high school diploma or GED by the end of that 90-day period. The result is expressed as a percentage.

**Purpose:** Achievement of educational objectives is associated with improved job and educational prospects after release. This measure addresses the extent to which TYC youth achieve a high school diploma or GED either before or just after release from institutions with TYC teachers, where most of the money in the strategy is expended.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL B: PRODUCTIVITY

### Outcome Measure

**Title:** *Percent Reading at Grade Level at Release*

**Definition:** The percentage of youth released to parole or discharged without parole who, at their last time tested, have a reading skill level at or above the average skill of a child of the same age.

**Data Source:** Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures reading and math skills expressed in terms of standard grade-level attainment. Youth in TYC institutions are retested at standard intervals. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

**Methodology:** Data sources are automated. Age at testing date is computed from data maintained on the TYC Correctional Care System. Youth are considered to be "reading at a grade level" if, when last tested, they demonstrate reading skill at or above a level equivalent to the average skill of a child of the same age in the community. Youth in the community are assumed to reach age 18 in the middle of their 12th grade of schooling, and each age below that one year of schooling earlier. Youth reading at the 12th grade, ninth month level are considered reading at grade level regardless of age. The denominator for this measure is the number of youth released to parole or discharged without parole during the reporting period. Since the funds in this strategy are expended in institutions with TYC-employed teachers, youth are only included if they are placed in an institution that has TYC-employed teachers, and other than an assessment and orientation center.

**Purpose:** Most youth committed to TYC enter with serious educational challenges. Providing effective remedial instruction is an important agency activity. This measure addresses the extent to which TYC-provided instruction raises reading skills of TYC youth to the average of same-aged children in the community.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

**GOAL B: PRODUCTIVITY****Output Measure**

**Title:** *Average Daily Attendance in TYC-Operated Schools*

**Definition:** The average daily number of youth attending school taught by TYC-employed teachers.

**Data Limitations:** Per TEA requirements, the measure only measures attendance at two periods of the day.

**Data Source:** TYC education personnel record school attendance in accordance with Texas Education Agency (TEA) standards. Per TEA requirements, attendance is recorded during second or fifth period. Education department personnel enter daily attendance information onto the computer system used by the TYC Education Department.

**Methodology:** Data sources are automated. Total number of student-attendance days is tallied excluding any days students were absent from school. Total youth days are divided by the number of school days in the reporting period. Quarterly information contains data for the six-week school periods completed during the quarter.

**Purpose:** This is a measure of utilization of TYC education program resources. It is an indicator of the correspondence between the number of youth in education programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

**GOAL B: PRODUCTIVITY****Output Measure**

**Title:** *Math Level Gain*

**Definition:** The percentage of youth leaving a TYC institution who achieve at least 1.0 month gain in Math on a standardized test for each month of instruction.

**Data Limitations:** The measure only includes youth retested at institutions with TYC-employed teachers.

**Data Source:** Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level attainment. Youth are retested prior to release from an institution. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

**Methodology:** Data sources are automated. Since the funds in this strategy are expended in institutions with TYC-employed teachers, youth are only included if they leave and are retested at an institution that has TYC-employed teachers, and they are either discharged from the agency or placed as a permanent assignment into a program other than an institution with TYC-employed teachers. The number of months of instruction and difference in math scores are calculated from data maintained on the TYC Correctional Care System. Youth are considered to have achieved 1.0 month gain per month of instruction if months gain divided by months of instruction is at least 1.0. Youth who score 12th grade, ninth month on the retest and sufficiently high on the first test such that there is no opportunity for 1.0 month gain per month of instruction are excluded from the measure.

**Purpose:** Nearly all youth committed to TYC enter with serious educational challenges. Providing effective instruction is an important agency goal. This measure addresses the extent to which TYC-provided instruction raises math skills of TYC-committed students at populations comparable to that expected of children in the community.

**Calculation Type:** Noncumulative.

**Key Measure:** No.

**Desired Performance:** Higher than Target.

**GOAL B: PRODUCTIVITY****Output Measure**

**Title:** *Reading Level Gain*

**Definition:** The percentage of youth leaving a TYC institution who achieve at least 1.0 month gain in

Reading on a standardized test for each month of instruction.

**Data Limitations:** The measure only includes youth retested at institutions with TYC-employed teachers.

**Data Source:** Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level attainment. Youth are retested prior to release from an institution. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

**Methodology:** Data sources are automated. Since the funds in this strategy are expended in institutions with TYC-employed teachers, youth are only included if they leave and are retested at an institution that has TYC-employed teachers, and they are either discharged from the agency or placed as a permanent assignment into a program other than an institution with TYC-employed teachers. The number of months of instruction and difference in reading scores are calculated from data maintained on the TYC Correctional Care System. Youth are considered to have achieved 1.0 month gain per month of instruction if months gain divided by months of instruction is at least 1.0. Youth who score 12th grade, ninth month on the retest and sufficiently high on the first test such that there is no opportunity for 1.0 month gain per month of instruction are excluded from the measure.

**Purpose:** Nearly all youth committed to TYC enter with serious educational challenges. Providing effective instruction is an important agency goal. This measure addresses the extent to which TYC-provided instruction raises reading skills of TYC-committed students at populations comparable to that expected of children in the community.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL B: PRODUCTIVITY

### Output Measure

**Title:** *Parole Employment Rate*

**Definition:** The percentage of youth in parole who are employed at least part-time at the time of the last contact by the parole officer on or prior to the last day of the reporting period. Youth served through Interstate Compact are excluded.

**Data Limitations:** The measure only determines employment at the time of the last data entry from Individual Case Plan updates. The frequency of contacts between parolees and parole officers vary based upon the level that the parolees have obtained.

**Data Source:** Each youth under TYC jurisdiction has an Individual Case Plan. Part of the case plan on parole is education and/or employment. TYC parole officers update employment status onto the Individual Case Plan section of the TYC Correctional Care System.

**Methodology:** Youth who are employed on their last contact with their parole officer prior to the expiration of the measurement period are counted as employed. The denominator for this measure is the number on parole at the last day of the measurement period.

**Purpose:** Promoting productivity is an important agency goal. This measure is an indicator of how well this goal is met.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL B: PRODUCTIVITY

### Output Measure

**Title:** *Average Daily Attendance in Career and Technology Education Courses in TYC-Operated Schools*

**Definition:** The average daily number of youth attending career and technology education courses taught by TYC-employed teachers.

**Data Limitations:** This measure only measures for each school day the number of youth attending career and technology classes, regardless of the number of hours for each class. Calculation of this measure is transitioning to a new automation system and has not yet been completely tested.

**Data Source:** TYC education personnel record career and technology attendance in accordance with Texas Education Agency (TEA) standards. Education department personnel enter daily attendance records onto the computers used by the TYC Education Department.

**Methodology:** Total number of student-attendance days is tallied by summing the number of youth per career and technology class per day, excluding days students were absent from career and technology classes. Total youth days are divided by the number of school days in the reporting period.

**Purpose:** This is a measure of utilization of TYC education and career and technology resources.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL B: PRODUCTIVITY

### Output Measure

**Title:** *Total Number of Contact Hours: Career and Technology Courses*

**Definition:** Total number of student contact hours in career and technology education courses during the reporting period.

**Data Limitations:** Calculation of this measure has transitioned to a new automation system which has not as yet been completely tested.

**Data Source:** TYC education personnel record career and technology attendance in accordance with Texas Education Agency (TEA) standards. Education department personnel enter daily attendance records onto the computers used by the TYC Education Department.

**Methodology:** Contact hours are defined as the sum for all school days in the reporting period of the

total number of career and technology instructional hours for all students in attendance for the day. Quarterly information contains data for the six-week school periods completed during the quarter.

**Purpose:** This is a measure of utilization of career and technology resources. It is an indicator of the correspondence between the number of career and technology instructional hours youth actually receive in the education system and system's capacity to provide services. A count that exceeds capacity may indicate overcrowding. A count below capacity may indicate resource underutilization.

**Calculation Type:** Cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL B: PRODUCTIVITY

### Efficiency Measure

**Title:** *Education and Workforce Cost in TYC-Operated Schools Per Youth Day*

**Definition:** Educational program cost per youth per day.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the timing and number of youth who enter the TYC education and workforce system, consequent efficiencies of scale, and costs per youth per day. 2) This not a full cost measure as it only includes the costs expended in the strategy. 3) Expenditures often include those from funds received or for expenditures required after the appropriations bill has been finalized.

**Data Source:** TYC education personnel record school attendance in accordance with Texas Education Agency (TEA) standards. Attendance is recorded during second or fifth period. Education department personnel enter daily attendance records onto the computers used by the TYC Education Department. Average daily education attendance is summarized from this automated data system. Education and workforce expenditures are classified and entered on the TYC financial accounting system. Education and workforce cost data for the reporting period is retrieved from this automated data system.

**Methodology:** The measure is calculated by dividing the total dollars expended in the Education and Workforce Programs strategy for the reporting period by the Average Daily Attendance in TYC-Operated Schools, and then dividing by the number of days in the reporting period.

**Purpose:** The measure presents average per-day cost of providing educational services for TYC youth. The presentation facilitates year-to-year cost comparisons by controlling for number of youth.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

## GOAL B: PRODUCTIVITY

### Explanatory Measure

**Title:** *Percent Reading at Grade Level at Commitment*

**Definition:** The percentage of youth committed to the agency during the reporting period and for the first time, who, at their first time tested have a reading skill level at or above the average skill of a child of the same age.

**Data Limitations:** This measure is dependent upon the educational skills of the youth committed by the juvenile courts and thus is beyond the agency's control.

**Data Source:** Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level attainment. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

**Methodology:** Data sources are automated. Age at testing is computed from data maintained on the TYC Correctional Care system. Youth are considered reading at grade level if, when first tested, they demonstrate reading skill at or above a level equivalent to the average skill of a child of the same age in the community. Youth in the community are assumed to reach age 18 in the middle of their 12th grade of schooling, and each age below that one

year of schooling earlier. Youth reading at the 12th grade, ninth month level are considered reading at grade level, regardless of age. The denominator for this measure is the number of youth entering TYC for the first time during the reporting period.

**Purpose:** Most youth committed to TYC enter with serious educational challenges. This measure greatly impacts the outcome measure of Percent Reading at Grade Level at Release.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Not applicable to explanatory measure.

## GOAL B: PRODUCTIVITY

### Explanatory Measure

**Title:** *Median Years Reading Under Grade Level at Commitment*

**Definition:** The number of years difference between the average reading skill of youth at commitment and the actual reading skill level of children of the same age, for youth at the 50th percentile of years difference of all youth committed to the agency for the first time and during the reporting period.

**Data Limitations:** This measure is dependent upon the educational skills of youth committed by the juvenile courts and thus is beyond the agency's control.

**Data Source:** Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level attainment. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

**Methodology:** Data sources are automated. Age at testing is computed from data maintained on the TYC Correctional Care System. For each youth entering TYC for the first time during the reporting period, the number of years difference is calculated between actual reading skill level and a level equivalent to the average skill of a child of the same age in the community. Youth in the community are assumed to reach age 18 in the middle of their 12th



grade of schooling, and each age below that one year of schooling earlier. The results are rank ordered and median difference between expected and actual reading scores is identified as follows: 50 percent of the differences in scores are greater and 50 of the differences in scores are smaller.

**Purpose:** Nearly all youth committed to TYC enter with serious educational challenges. This measure greatly impacts the outcome measure of Percent Reading at Grade or Functional Literacy Level at Release.

**Calculation Type:** Noncumulative.

**New Measure:** Yes.

**Desired Performance:** Not applicable to explanatory measure.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Rearrest Rate*

**Definition:** The percentage of youth released from secure programs to non-secure correctional programs, parole or agency discharge who, within one (1) year, are known to be rearrested.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a substantial time lag in some data entry. 3) The measure does not include arrests occurring later than a year after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database.

**Methodology:** The population measured is youth released from a secure program to a non-secure correctional program, parole or agency discharge 14 months prior to any day in the reporting period (12 months for follow-up and 2 months for late data entry). These youth are checked for a one-year period from the date of release for arrests recorded in

either the TYC or the DPS databases. The result is divided by number of youth in the population measure, and expressed as a percentage. Reincarcerations and convictions into the adult system where there is no arrest recorded are considered to have been arrested on the day of reincarceration or conviction, respectively. Sentenced offenders transferred directly to the Texas Department of Criminal Justice-Institutions Division without being released are excluded.

**Purpose:** One of the primary goals of TYC rehabilitation efforts is to establish law-abiding youth when released to the community. This measure provides an indication of the extent to which this goal is met.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Rearrest Rate For Violent Offenses*

**Definition:** The percentage of youth released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year, were rearrested for any violent offense.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a substantial time lag in some data entry. 3) The measure does not include arrests occurring later than a year after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database.

**Methodology:** The population measured is youth released from a secure program to a nonsecure correctional program, aftercare or agency discharge 14 months prior to any day in the reporting period (12



months for follow-up and 2 months for late data entry). These youth are checked for a one-year period from the date of release for arrests recorded in either the TYC or the DPS databases. The result is divided by number of youth in the population measure, and expressed as a percentage. Reincarcerations into the adult system where there is no arrest recorded are considered to have been arrested on the day of reincarceration. Sentenced offenders transferred directly to the Texas Department of Criminal Justice-Institutions Division without being released are excluded.

**Purpose:** One of the primary goals of TYC rehabilitation efforts is to establish law abiding youth when released to the community. This measure provides an indication of the extent to which the goal is met.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Reincarceration Rate: Total*

**Definition:** The percentage of youth released from secure to non-secure programs, parole or agency discharge who, within one (1) year, are known to be reincarcerated to a secure juvenile or adult prison facility other than through a temporary placement.

**Data Limitations:** 1) The measure is dependent upon the completeness of reincarceration information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) The measure does not include reincarcerations occurring later than a year after release.

**Data Source:** Data sources are automated. Reincarceration sources are the Youth Movement Form and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database.

**Methodology:** The population measured is youth released from a secure program to a non-secure correctional program, parole or agency discharge 14 months prior to any day in the reporting period (12 months for follow-up and 2 months for late data entry). These youth are checked for a one-year period from the date of release for reincarceration into either a secure Texas Youth Commission facility or the Texas Department of Criminal Justice-Institutional Division. The result is divided by number of youth in the population measured, and expressed as a percentage. Sentenced offenders transferred directly to the Texas Department of Criminal Justice-Institutions Division without being released are excluded from analysis. Temporary admissions into TYC secure programs are not considered as reincarceration.

**Purpose:** This measure indicates the extent to which TYC rehabilitation programs are effective in reducing reincarceration within one year of release.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *Three-Year Reincarceration Rate: Total*

**Definition:** The percentage of youth released from secure to non-secure programs, parole or agency discharge who, within three (3) years, are known to be reincarcerated to a secure juvenile or adult prison facility other than through a temporary placement.

**Data Limitations:** 1) The measure is dependent upon the completeness of reincarceration information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry.

**Data Source:** Reincarceration sources are the Youth Movement Form and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database.

**Methodology:** The population measured is youth released from a secure program to a non-secure program, parole or agency discharge 38 months prior to any day in the reporting period (36 months for follow-up and 2 months for late data entry). These youth are checked for a three-year period from the date of release for reincarceration into either a secure Texas Youth Commission facility or the Texas Department of Criminal Justice-Institutional Division. The result is divided by number of youth in the population measured, and expressed as a percentage. Sentenced offenders transferred directly to the Texas Department of Criminal Justice-Institutions Division without being released are excluded from analysis. Temporary admissions into TYC secure programs are not considered reincarceration.

**Purpose:** This measure indicates the extent to which TYC rehabilitation programs are effective in reducing reincarceration.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Reincarceration Rate: Felonies or Misdemeanors*

**Definition:** The percentage of youth released from secure to non-secure programs, parole or agency discharge who, within one (1) year, are known to be reincarcerated to a secure juvenile or adult prison facility, other than through a temporary placement, because of a felony or misdemeanor.

**Data Limitations:** 1) The measure is dependent upon the completeness of reincarceration information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) The reason for reincarceration is not always recorded. 4) The measure does not include reincarcerations occurring later than a year after release.

**Data Source:** Data sources are automated. Reincarceration sources are the Youth Movement Form and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database.

**Methodology:** All of the methodology from one-year reincarceration rate applies. Additionally, reincarcerations into TYC secure programs are checked against recommitment and TYC due process hearing information to determine if the reason was a felony or misdemeanor. Reincarceration into a state prison is considered to be a felony.

**Purpose:** This measure indicates the extent to which TYC rehabilitation programs are effective in reducing reincarceration for felony or misdemeanor crimes within one year of release.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Rearrest Rate: Treated Capital or Serious Offenders for Violent Offenses*

**Definition:** The percentage of youth successfully completing capital and serious violent offender correctional treatment programs and subsequently released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year, are known to be rearrested for a violent offense.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) It is not always known whether an arrest listed in the sections above is or is not a felony. 4) The measure does not include arrests occurring later than a year after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form. Placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

**Methodology:** All of the methodology from one-year rearrest rate for a violent offense applies, with the exception that the population is additionally restricted to youth successfully completing the capital and serious violent offender program prior to the release for which tracked.

**Purpose:** The measure indicates the extent to which TYC capital and serious violent offender correctional treatment is effective in reducing subsequent serious behavior by the most serious offenders committed to the agency.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Rearrest Rate: Treated Sex Offenders for Violent Sex Offenses*

**Definition:** The percentage of youth successfully completing sex offender correctional treatment programs and subsequently released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year, are known to be rearrested for a violent sex offense.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) It is not always known whether an arrest listed in the sections above is or is not a felony. 4) The measure does not include arrests occurring later than a year after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form. Placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

**Methodology:** All of the methodology from one-year arrest rate applies, with the following exceptions: 1) the population is additionally restricted to youth successfully completing the sex offender treatment program prior to the release for which tracked, and 2) a violent sex offense is defined as a felony for which an offender would need to register as a sex offender per Chapter 62 of the Texas Code of Criminal Procedure.

**Purpose:** The measure indicates the extent to which the sex offender treatment program is effective in reducing subsequent violent sex offenses.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Outcome Measure

**Title:** *One-Year Rearrest Rate: Treated Chemically Dependent Youth*

**Definition:** The percentage of youth successfully completing chemical dependency correctional treatment programs and subsequently released from a secure program to a non-secure program, parole or agency discharge who, within one (1) year, are known to be rearrested.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) The measure does not include arrests occurring later than a year after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form and the Youth Movement Form, placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

**Methodology:** All of the methodology from one-year rearrest rate applies, with the exception that the population is additionally restricted to youth successfully completing the chemically dependent treatment program.

**Purpose:** The measure indicates the extent to which the chemical dependency treatment program is effective in reducing subsequent offenses.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

### GOAL C: REHABILITATION

#### Outcome Measure

**Title:** *One-Year Rearrest Rate: Treated Emotionally Disturbed Youth*

**Definition:** The percentage of youth successfully completing emotional disturbance correctional treatment programs and subsequently released from a secure program to a non-secure program, parole or agency discharge who, within one (1) year, are known to be rearrested.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) The measure does not include arrests occurring later than a year after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge

Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form and the Youth Movement Form, placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

**Methodology:** All of the methodology from one-year rearrest rate applies, with the exception that the population is additionally restricted to youth successfully completing the emotionally disturbed treatment program.

**Purpose:** The measure indicates the extent to which the emotional disturbance treatment programs are effective in reducing subsequent offenses.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than target.

### GOAL C: REHABILITATION

#### Outcome Measure

**Title:** *Three-Year Rearrest Rate: Youth Receiving Specialized Treatment*

**Definition:** The percentage of youth successfully completing a specialized correctional treatment program and subsequently released from a secure program to a non-secure program, parole or agency discharge who, within three (3) years, are known to be rearrested.

**Data Limitations:** 1) The measure is dependent upon the completeness of arrest and information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. 2) Tape exchange with DPS is done annually and historically there has been a time lag in some data entry. 3) The measure does not include arrests later than three (3) years after release.

**Data Source:** Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the

Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form or the Youth Movement Form, placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

**Methodology:** The population measured is youth successfully completing a specialized treatment program listed in the specialized treatment strategy prior to being released from a secure program to a non-secure correctional program, parole or agency discharge 38 months prior to any day in the reporting period (36 months for follow-up and 2 months for late data entry). These youth are checked for a three-year period from the date of release for arrests for a felony or misdemeanor recorded in either the TYC or DPS databases. The result is divided by the number of youth in the population measured, and expressed as a percentage. Reincarcerations into and convictions in the adult system where there is no arrest recorded are considered to have been arrested on the day of reincarceration or conviction, respectively. Sentenced offenders transferred directly to the Texas Department of Criminal Justice-Institutions Division without being released are excluded.

**Purpose:** The measure indicates the extent to which the specialized treatment programs are effective in reducing subsequent offenses.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Average Daily Population: Correctional Treatment*

**Definition:** The average number of youth served daily in correctional treatment programs. A correctional treatment program is any program other than aftercare parole, assessment and orientation, or a program for which no funds are expended from the correctional treatment strategy.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and

juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, and hence the population size of its treatment programs.

**Data Source:** Correctional program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data source is automated. Total reporting period youth days in correctional treatment programs is computed by excluding any days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC Correctional Treatment resources. It is an indicator of the correspondence between the number of youth actually served in correctional treatment and system capacity. A population that exceeds capacity may indicate overcrowding. A population below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Average Daily Population: Specialized Correctional Treatment*

**Definition:** The average number of youth served daily in correctional specialized treatment programs listed in the specialized treatment strategy definition.

**Data Limitations:** The data reflects the average number of youth assigned to specialized correctional treatment programs each day, regardless of whether the program meets that day.

**Data Source:** Specialized correctional treatment program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.



**Methodology:** Data source is automated. Total reporting period youth days in the specialized correctional treatment is computed by excluding any days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC specialized correctional treatment program resources. It is an indicator of the degree of correspondence between the number of youth in specialized correctional treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL C: REHABILITATION

#### Output Measure

**Title:** *Average Daily Population: Capital and Serious Violent Offender Treatment*

**Definition:** The average number of youth served daily in correctional capital and serious violent offender treatment programs during the reporting period.

**Data Limitations:** The data reflects the average number of youth assigned to a capital and serious violent offender treatment program each day, regardless of whether the program meets that day.

**Data Source:** Capital and serious violent offender treatment program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data source is automated. Total reporting period youth days in capital and serious violent offender treatment programs is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC's capital and serious violent offender treatment program resources. It is an indicator of the degree of correspondence between the number of youth in serious violent offender treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL C: REHABILITATION

#### Output Measure

**Title:** *Average Daily Population: Sex Offender Treatment*

**Definition:** The average number of youth served daily in correctional sex offender treatment programs during the reporting period.

**Data Limitations:** The data reflects the average number of youth assigned to a sex offender treatment program each day, regardless of whether the program meets that day.

**Data Source:** Sex offender treatment program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data source is automated. Total reporting period youth days in sex offender treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC sex offender treatment resources. It is an indicator of the correspondence between the number of youth in sex offender treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.



**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL C: REHABILITATION

#### Output Measure

**Title:** *Average Daily Population: Chemical Dependency Treatment*

**Definition:** The average number of youth served daily in correctional chemical dependency treatment programs during the reporting period.

**Data Limitations:** The data reflects the average number of youth assigned to a chemical dependency treatment program each day, regardless of whether the program meets that day.

**Data Source:** Chemical dependency treatment program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data source is automated. Total reporting period youth days in the specialized correctional treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC chemical dependency treatment program resources. It is an indicator of the correspondence between the number of youth in chemical dependency treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL C: REHABILITATION

#### Output Measure

**Title:** *Average Daily Population: Emotional Disturbance Treatment*

**Definition:** The average number of youth served daily in correctional emotional disturbance treatment programs during the reporting period.

**Data Limitations:** The data reflects the average number of youth assigned to an emotional disturbance treatment program each day, regardless of whether the program meets that day.

**Data Source:** Emotional disturbance treatment program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data source is automated. Total reporting period youth days in emotional disturbance treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC emotional disturbance treatment program resources. It is an indicator of the correspondence between the number of youth in emotional disturbance treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL C: REHABILITATION

#### Output Measure

**Title:** *Average Daily Population: Mental Retardation Treatment*

**Definition:** The average number of youth served daily in correctional mental retardation treatment programs during the reporting period.

**Data Limitations:** The data reflects the average number of youth assigned to a mental retardation program each day, regardless of whether the program meets that day.

**Data Source:** Mental retardation treatment program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

**Methodology:** Data source is automated. Total reporting period youth days in mental retardation treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

**Purpose:** This is a measure of utilization of TYC mental retardation treatment program resources. It is an indicator of the correspondence between the number of youth in mental retardation treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Specialized Correctional Treatment Equity Ratio*

**Definition:** The percentage of non-Anglo youth with a high need for specialized correctional treatment who successfully complete a specialized correctional treatment program prior to release from secure programs to nonsecure programs, parole or discharge, divided by the percentage of Anglo youth with a high need for specialized correctional treatment who successfully complete a specialized correctional treatment program prior to release from secure programs to non-secure programs, parole or agency discharge, multiplied by 100.

**Data Limitations:** Even within the category of high need, most of the specialized correctional treatment programs have priorities for placement of youth, such that youth with the very highest needs and most likely to benefit from treatment are placed first. This measure does not control for the priorities of highest need and treatment amenability within high need.

**Data Source:** During assessment and orientation, youth receive a battery of tests and psychosocial interviews to initially assess needs for specialized correctional treatment. Additional youth may subsequently be identified by psychiatrists or psychologists based on additional information. Ethnicity, specialized treatment needs assessment results, program and treatment assignments, and reason for leaving treatment programs are entered into TYC Correctional Care system by data entry clerks or treatment personnel depending on the program.

**Methodology:** All data sources are automated. The measure is calculated based on youth with assessed high need for one of the specialized correctional treatments listed in the specialized correctional treatment strategy definition who are released to parole or agency discharge during the reporting period. The number of non-Anglo youth who have completed a specialized treatment program is divided by the number of released non-Anglo youth with high need. A corresponding calculation is made for Anglo youth. The ratio for non-Anglo youth is then divided by the ratio for Anglo youth and the result multiplied by 100.

**Purpose:** TYC does not currently have resources to provide specialized correctional treatment for all youth assessed at high need of such services. This measure compares access to specialized correctional treatment services between non-Anglo and Anglo youth in high need. The measure is intended to promote equal access to services and ensure that ethnic considerations have no role in treatment placements.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Positive Discharge Rate*

**Definition:** The percentage of eligible youth discharged from the agency during the reporting period who are discharged for successfully completing their individual case plans.

**Data Limitations:** Occasionally an incorrect reason is entered into the computer system.

**Data Source:** The reason for discharge as indicated on the Discharge Report.

**Methodology:** The number of youth successfully discharged as indicated on the Discharge Report during the reporting period are divided by all youth discharged from the agency during the reporting period who are eligible by their classification to be discharged positively prior to reaching age 21, and are not discharged prior to that age by the juvenile court for an unrelated reason. The result is expressed as a percentage (multiplied by 100).

**Purpose:** Youth are discharged from agency control for positive, negative and neutral reasons. This measure provides an indication of the percentage of youth whom the agency is able to treat to the point that they are discharged due to successful completion of the treatment program.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Average Daily Population: Independent Living*

**Definition:** The average number of youth served daily in independent living parole programs during the reporting period. Independent living parole is parole in which there is not an individual in the home acting in the role of parent, managing conservator, or guardian.

**Data Limitations:** This measure is affected not only by the total parole population, but also by the family nature and the age of youth in parole.

**Data Source:** TYC data entry clerks or parole officers enter assignments and discharges, as well as abscond status, into the TYC Correctional Care System. The average daily population of youth in parole independent living programs is summarized from this automated data system.

**Methodology:** Data sources are automated. Youth referred via Interstate Compact to or from Texas are not included. Total independent living parole youth days is computed by counting all days youth were assigned to an parole independent living program, excluding those days when youth were on abscond status. Total independent living parole youth days are divided by the number of days in the reporting period to compute Average Daily Population: Independent Living.

**Purpose:** This is a measure of the number of youth with the highest need for independent living services.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Average Daily Population: Parole*

**Definition:** Total youth days in parole programs during the reporting period, including youth assigned to parole who are in detention or jail, less days absent due to absconding, divided by the number of days in the reporting period.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, and hence the number of youth in programs, including parole.

**Data Source:** TYC data entry clerks or parole officers enter assignments and discharges, as well as other parole statuses (absconds, and placements into local

detention or jail) into the TYC Correctional Care System. The average daily population of youth in parole programs is summarized from this automated data system.

**Methodology:** Data sources are automated. Parole includes all youth living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Youth referred via Interstate Compact from Texas to other states are not included. Total parole youth days is computed by counting all days youth were in a parole status, excluding those days when youth were on abscond status. Total parole youth days are divided by the number of days in the reporting period to compute average daily parole population.

**Purpose:** This is a measure of utilization of TYC parole program resources. It is an indicator of the correspondence between the number of youth in parole and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Average Daily Population: Specialized Parole*

**Definition:** Total youth days in specialized parole programs during the reporting period, less days absent due to absconding, divided by the number of days in the reporting period. Youth referred via Interstate Compact to or from Texas are not included. Specialized parole programs are parole programs specifically designated to treat the needs identified in the specialized treatment strategy.

**Data Limitations:** TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, and hence its populations, including parole and specialized parole. The data reflects the aver-

age number of youth assigned to a specialized parole program each day, regardless of whether the program meets that day.

**Data Source:** TYC data entry clerks or parole officers enter specialized parole assignments and releases, as well as other statuses (abscond, detention or jail) and placement into specialized parole into the TYC Correctional Care System.

**Methodology:** Data sources are automated. Total specialized parole youth days are computed by counting all days youth were in specialized parole status excluding those days when youth were on abscond status, in jail or in detention. Total youth days in specialized parole are divided by the number of days in the reporting period to compute average daily specialized parole population.

**Purpose:** This is a measure of utilization of TYC specialized parole program resources. It is an indicator of the correspondence between the number of youth in specialized parole programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

## GOAL C: REHABILITATION

### Output Measure

**Title:** *Youth Served through Interstate Compact*

**Definition:** The number of youth served during the reporting period through the interstate compact agreement, including interstate runaways returned, juvenile probationers and parolees from other states who are supervised by TYC parole officers, surveillance of youth in transit, and TYC parolees being supervised out-of-state.

**Data Limitations:** The number does not differentiate between youth receiving extensive vs. youth receiving minimal services. The cumulative number does not divide evenly between quarters, because the first quarter contains all youth carried over from the previous year.

**Data Source:** Parole officers maintain information on youth supervised through interstate compact on the Correctional Care system. Information on TYC parolees who are supervised out-of-state is maintained on the same database. TYC personnel who return interstate runaways or perform surveillance for youth in transit report results to the TYC Office of Texas Interstate Compact on Juveniles. The latter information is manually summarized as needed.

**Methodology:** Number of youth served on interstate compact is counted by adding together youth from the three data sources for the reporting period.

**Purpose:** This measure counts youth served through the Interstate Compact agreement. It is an indicator of TYC Interstate Compact workload.

**Calculation Type:** Cumulative.

**New Measure:** No.

**Desired Performance:** Higher than target.

### GOAL C: REHABILITATION

#### Efficiency Measure

**Title:** *Correctional Treatment Cost Per Youth Day*

**Definition:** The average cost per youth day for all youth days in correctional treatment as defined in the measure Average Daily Population: Correctional Treatment.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and correctional treatment costs per youth per day. 2) This not a full cost measure as it only includes the costs expended in the strategy.

**Data Source:** Program assignments and releases as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in correctional treatment is summarized from this automated data system. Local expenditures for correctional treatment are classified and entered on the

TYC financial accounting system. Cost data for the reporting period is retrieved from this system.

**Methodology:** Correctional treatment cost per youth are computed as the total dollars expended for the Correctional Treatment Strategy during the reporting period, divided by Average Daily Population in Correctional Programs, and then divided by the number of days in the reporting period.

**Purpose:** This measure summarizes the average per-day cost of providing correctional treatment for TYC-committed youth.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

### GOAL C: REHABILITATION

#### Efficiency Measure

**Title:** *Specialized Correctional Treatment Cost Per Youth Day*

**Definition:** The average cost per youth day for all youth days in specialized correctional treatment as defined in the measure Average Daily Population: Specialized Correctional Treatment.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the number of youth committed to TYC, consequent efficiencies of scale, and specialized correctional treatment costs per youth per day. 2) This not a full cost measure as it only includes the costs expended in the strategy.

**Data Source:** Program assignments and releases as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in specialized correctional treatment is summarized from this automated data system. Local expenditures for specialized correctional treatment are classified and entered on the TYC financial accounting system. Cost data for the reporting period is retrieved from this system.

**Methodology:** Specialized correctional treatment cost per youth are computed by dividing total dollars expended for the Specialized Correctional Treatment Strategy during the reporting period by Average Daily Population in Specialized Correctional Programs, and then dividing by the number of days in the reporting period.

**Purpose:** This measure summarizes the average per-day cost of providing specialized correctional treatment for TYC-committed youth.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

### GOAL C: REHABILITATION

#### Efficiency Measure

**Title:** *Parole Cost Per Youth Day*

**Definition:** Parole cost per youth served per day.

**Data Limitations:** 1) The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and parole costs per youth per day. 2) This not a full cost measure as it only includes the costs expended in the strategy.

**Data Source:** Institutional assignments and releases as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in parole is summarized from this automated data system. Local expenditures for parole are classified and entered on the TYC financial accounting system. Cost data for the reporting period is retrieved from this system.

**Methodology:** Parole cost per youth are computed by dividing total dollars expended for the Parole Strategy during the reporting period by Average Daily Population in Parole, and then dividing by the number of days in the reporting period.

**Purpose:** This measure summarizes the average per-day cost of providing parole for TYC-committed youth. The measure facilitates period-to-period cost comparison by controlling for number of youth served.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Lower than Target.

### GOAL C: REHABILITATION

#### Explanatory Measure

**Title:** *Percentage of Commitments Known to Be Gang Members*

**Definition:** The percentage of new commitments received during the reporting period who are known to be gang members.

**Data Limitations:** Although information regarding gang affiliation is collected from multiple sources, including self-report, some gang members may be unwilling to disclose membership, and some non-gang members may claim to be members when they are not.

**Data Source:** Determination of gang membership status is based upon information provided by the Juvenile Court at the time of commitment and from staff interviews with the youths. The presence or absence of gang affiliation is coded and entered into the TYC Correctional Care System by data entry clerks.

**Methodology:** This measure is a percentage computed by dividing the number of new commitments with known gang affiliations by the total number of new commitments for the reporting period.

**Purpose:** Gang affiliation is associated with many problematic behaviors in the community and in correctional facilities. It is also one of many factors that can complicate the rehabilitation challenge. This measure summarizes known gang affiliations among TYC youth.

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Not applicable to explanatory measures.



## GOAL E: HISTORICALLY UNDERUTILIZED BUSINESSES

### Outcome Measure

**Title:** *HUB Procurement Rate: Building Construction*

**Definition:** Percentage of building construction funds paid to Historically Underutilized Businesses (HUBs).

**Data Limitations:** 1) The majority of TYC Institutions are located in rural areas where the availability of registered HUBs in many procurement categories is very small. 2) Many vendors for commodities and services that are eligible to register as certified HUBs choose not to elect this option.

**Data Source:** Building construction-related expenditures are classified and entered on the TYC financial accounting system. Expenditures of Treasury Funds are reported to the GSC by the Comptroller's Office, with the remaining Funds reported by the agency to the GSC. TYC utilizes GSC-provided reports to construct this measure.

**Methodology:** Of the total agency dollars expended in specifically designated objects codes for building construction contracts, the percentage awarded and actually paid to General Services Commission (GSC) certified historically underutilized businesses.

**Purpose:** Pursuant to Title 10, Government Code, Subtitle D, TYC strives to utilize HUB-certified contractors through race-, ethnic-, and gender-neutral procurement procedures. This measure presents the percentage of building construction object codes awarded and paid to HUBs certified by the General Service Commission (GSC).

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL E: HISTORICALLY UNDERUTILIZED BUSINESSES

### Outcome Measure

**Title:** *HUB Procurement Rate: Special Trades Construction*

**Definition:** Percentage of special trades construction funds paid to Historically Underutilized Businesses (HUBs).

**Data Limitations:** 1) The majority of TYC Institutions are located in rural areas where the availability of registered HUBs in many procurement categories is very small. 2) Many vendors for commodities and services that are eligible to register as certified HUBs choose not to elect this option.

**Data Source:** Special trades construction-related expenditures are classified and entered on the TYC financial accounting system. Expenditures of Treasury Funds are reported to the GSC by the Comptroller's Office, with the remaining Funds reported by the agency to the GSC. TYC utilizes GSC-provided reports to construct this measure.

**Methodology:** Of the total agency dollars expended in specifically designated objects codes for special trades construction contracts, the percentage awarded and actually paid to General Services Commission (GSC) certified historically underutilized businesses.

**Purpose:** Pursuant to Title 10, Government Code, Subtitle D, TYC strives to utilize HUB-certified contractors through race-, ethnic-, and gender-neutral procurement procedures. This measure presents the percentage of special trades construction object codes awarded and paid to HUBs certified by the General Service Commission (GSC).

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL E: HISTORICALLY UNDERUTILIZED BUSINESSES

### Outcome Measure

**Title:** *HUB Procurement Rate: Professional Services*

**Definition:** Percentage of special professional services funds paid to Historically Underutilized Businesses (HUBs).

**Data Limitations:** 1) The majority of TYC Institutions are located in rural areas where the availability of

registered HUBs in many procurement categories is very small. 2) Many vendors for commodities and services that are eligible to register as certified HUBs choose not to elect this option.

**Data Source:** Professional service expenditures are classified and entered on the TYC financial accounting system. Expenditures of Treasury Funds are reported to the GSC by the Comptroller's Office, with the remaining Funds reported by the agency to the GSC. TYC utilizes GSC-provided reports to construct this measure.

**Methodology:** Of the total agency dollars expended in specifically designated objects codes for professional service contracts, the percentage awarded and actually paid to General Services Commission (GSC) certified historically underutilized businesses.

**Purpose:** Pursuant to Title 10, Government Code, Subtitle D, TYC strives to utilize HUB-certified contractors through race-, ethnic-, and gender-neutral procurement procedures. This measure presents the percentage of professional services object codes awarded and paid to HUBs certified by the General Service Commission (GSC).

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL E: HISTORICALLY UNDERUTILIZED BUSINESSES

### Outcome Measure

**Title:** *HUB Procurement Rate: Commodities*

**Definition:** Percentage of commodities purchases paid to Historically Underutilized Businesses (HUBs).

**Data Limitations:** 1) The majority of TYC Institutions are located in rural areas where the availability of registered HUBs in many procurement categories is very small. 2) Many vendors for commodities and services that are eligible to register as certified HUBs choose not to elect this option.

**Data Source:** Expenditures for commodities are classified and entered on the TYC financial accounting system. Expenditures of Treasury Funds are

reported to the GSC by the Comptroller's Office, with the remaining Funds reported by the agency to the GSC. TYC utilizes GSC-provided reports to construct this measure.

**Methodology:** Of the total agency dollars expended in specifically designated objects codes for commodities contracts, the percentage awarded and actually paid to General Services Commission (GSC) certified historically underutilized businesses.

**Purpose:** Pursuant to Title 10, Government Code, Subtitle D, TYC strives to utilize HUB-certified contractors through race-, ethnic-, and gender-neutral procurement procedures. This measure presents the percentage of commodities object codes awarded and paid to HUBs certified by the General Service Commission (GSC).

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.

## GOAL E: HISTORICALLY UNDERUTILIZED BUSINESSES

### Outcome Measure

**Title:** *HUB Procurement Rate: Other Services*

**Definition:** Percentage of "other services" contracts paid to Historically Underutilized Businesses (HUBs).

**Data Limitations:** 1) The majority of TYC Institutions are located in rural areas where the availability of registered HUBs in many procurement categories is very small. 2) Many vendors for commodities and services that are eligible to register as certified HUBs choose not to elect this option.

**Data Source:** Expenditures for other services are classified and entered on the TYC financial accounting system. Expenditures of Treasury Funds are reported to the GSC by the Comptroller's Office, with the remaining Funds reported by the agency to the GSC. TYC utilizes GSC-provided reports to construct this measure.

**Methodology:** Of the total agency dollars expended in specifically designated objects codes for other services contracts, the percentage awarded and



## Appendix D

actually paid to General Services Commission (GSC) certified historically underutilized businesses.

**Purpose:** Pursuant to Title 10, Government Code, Subtitle D, TYC strives to utilize HUB-certified contractors through race-, ethnic-, and gender-neutral procurement procedures. This measure presents the percentage of other services object codes awarded

and paid to HUBs certified by the General Service Commission (GSC).

**Calculation Type:** Noncumulative.

**New Measure:** No.

**Desired Performance:** Higher than Target.



# Appendix E:

## Fiscal Year 2003-2004 Workforce Plan

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### Agency Overview

The Texas Youth Commission (TYC) is the state's juvenile corrections agency. The main functions of TYC are to protect the public, habilitate committed youth to become productive citizens, provide rehabilitative treatment, and assist in delinquency prevention. The protection component includes providing corrections programs necessary to protect the public from delinquent and criminal behavior and to hold youth accountable for their actions. The productive citizen component consists of providing educational and workforce development opportunities. The rehabilitative component provides correctional treatment through competency-based resocialization training with individual and group therapy, specialized-needs programs such as substance abuse treatment, psychological treatment, and specific offense-related treatment programs such as sex offender or capital and serious violent offender treatment; and aftercare services. The prevention component includes providing leadership, information, and technical assistance to state and local efforts aimed at preventing all youth, including those not under TYC's jurisdiction, from committing delinquent acts. Youth under the agency's jurisdiction in residential programs are provided care for their basic needs, such as food, clothing, shelter, safety, medical care, legal rights, proper parenting and spiritual needs.

The mission of TYC as a juvenile corrections agency has its basis in the Texas Family Code, Title 3, and the Texas Human Resources Code, chapter 61. In 1943, the legislature passed the Juvenile Court Act intended to take delinquent children out of criminal courts and prisons. Those purposes were carried forward into the laws governing juvenile courts proceedings. These laws, by their language and spirit, require the Commission to attempt to provide the skills, education and training necessary to give delinquent youth the means to become responsible members of the community. At the same time, the

laws require the Commission to confine youth as needed to protect the public and to instill in them a sense of self-discipline and accountability for misconduct. The largest percentages of employees are found in the juvenile corrections divisions. They are the agency's front line staff and are responsible for daily supervision of the youth in the institutions and halfway houses

TYC has more than doubled in size between the years of 1994 and 2000. During this period of rapid growth, TYC went from 2,000 employees to 5,088, currently. There is no anticipated growth in the agency's FTEs over the next five years.

### AGENCY MISSION

*The mission of the Texas Youth Commission is:*

- **Protection**

To protect the public and control the commission of unlawful acts by youth committed to the agency by confining them under conditions that emphasize their positive development, accountability for their conduct and discipline for their conduct and discipline training. (Family Code, Section 51.01(1), (2), and (4) and Human Resource Code, Section 61.101(c));

- **Productivity**

To habilitate youth committed to the agency to become productive and responsible citizens through ongoing education and workforce development who are prepared for honorable employment. (Human Resource Code, Section 61.034(b) and 61.076 (a) (1));

- **Rehabilitation**

To rehabilitate and re-establish in society youth committed to the agency through a competency-based program of resocialization (Human Resources Code, Section 61.002, 61.047, 61.071, and 61.072); and 61.076 (a) (1) (2) and 61.0761);

- Prevention

To study the problems of juvenile delinquency, focus public attention on special solutions for problems, and assist in developing, strengthening, and coordinating programs aimed at preventing delinquency (Human Resources Code, Section 61.031 and 61.036 and 61.081 (c)).

## STRATEGIC GOALS AND OBJECTIVES

*The Texas Youth Commission has four main goals:*

### Goal 1: Protect the Public

To protect the public from the delinquent and criminal acts of TYC youth while they are in institutional or community-based programs.

#### *Objective: Reduce Crimes and Increase Safety*

To protect the public, through physical security, from offenses which would have led to 25,000 arrests per year by the end of FY 2007.

#### *Strategy:*

- Assessment and Orientation – Provide a system of assessment and orientation which is culturally competent and accurately determines the relative security risk and treatment needs of committed youth, so they are placed in appropriate programs.
- Institutional Services -Provide TYC-operated correctional programs under conditions that promote the interests and safety of the public, youth and staff and youths' positive development.
- Contracted Capacity – Provide additional secure and non-secure residential capacity through contracts with private service providers that promote the interests and safety of the public and youth and youths' positive development.
- Halfway House Services – Provide TYC-operated non-secure correctional programs under conditions that promote the interests and safety of the public and youth and youths' positive development.
- Health Care Services – Provide a system of health care to address youths' medical, and dental needs while in residential care.
- Psychiatric Services – Provide a system of psychiatric services to address youth's mental health needs while in residential care.
- Construct and Renovate – Construct and renovate TYC facilities in order to provide sufficient capacity and proper conditions.

### Goal 2: Enable Productivity

To enable TYC youth through habilitation to become productive and responsible citizens.

#### *Objective: Constructive Activity*

To increase to 70 percent by the end of FY 2007, the percentage of youth who, within 90 days of release to parole are employed at least part-time; or are attending school or technical training.

#### *Strategy:*

- Education and Workforce Programs – Provide or facilitate 12-month academic, GED, and workforce preparation programs

### Goal 3: Provide Rehabilitation

To reduce the delinquent and criminal behavior of youth committed to TYC, and of youth currently residing in Texas and adjudicated delinquent by other states.

#### *Objective: Decrease Recidivism*

To reduce the one-year rearrest rate to 40 percent by the end of FY 2007.

#### *Strategy:*

- Correction Treatment – Provide, through a competency-based Resocialization system, correctional treatment programs appropriate to youth of all cultures.
- Specialized Correctional Treatment – Provide a system of culturally competent specialized correctional treatment programs for youth with the specialized needs of capital or serious violent offense history, sex offense history, chemical abuse dependence, emotional disturbance, or mental retardation.
- Parole Services – Provide a system of parole services to youth who are placed at home and remaining under TYC jurisdiction.
- Interstate Compact – Implement the interstate cooperative agreement regarding the return and supervision of runaways and the supervision of juvenile probationers and parolees.

### Goal 4: Prevent Delinquency

To help prevent delinquent behavior.

#### *Objective: Increase Prevention Knowledge*

To expand the knowledge of delinquency prevention research and programs by maintaining a TYC Internet Prevention Pages so that they may receive 20,000 visits per month from customers who can download copies of executive summaries or other information and by continuing to make presentations and publish articles through the year 2007.

*Strategy:*

- Prevention Information – Provide assistance and information to support state and local efforts in delinquency prevention.
- Juvenile Justice System Support – To support and establish alliances with agencies, groups and individuals impacting the juvenile justice system.

### ANTICIPATED CHANGES IN STRATEGIES

There are no anticipated changes in TYC strategies that will affect the workforce.

## Current Workforce Profile (Supply Analysis)

### CRITICAL WORKFORCE SKILLS

The Texas Youth Commission has dramatically increased in size over the past seven years. The agency has learned first-hand of the critical workforce skills necessary to meet the agency's goals and objectives. During TYC's expansion period, the agency found that, in addition to filling front-line Juvenile Correction Officer (JCO) positions, treatment and management positions were equally vital and difficult to fill. These positions, which are vital to the agency's ability to operate and carry out its mission, require the following critical skills:

- Management skills
- Treatment skills
- Specialized treatment skills (LCDC, RSTOP)
- Database development and maintenance
- Teaching skills (special education, math, reading ESL)

### WORKFORCE DEMOGRAPHICS

Figure 18 profiles the agency's workforce as it applies to gender, age and tenure as of April 1, 2002 and includes both full-time and part-time employees.

- The TYC work force is comprised of 51% males and 49% females.
- Fifty-eight percent are between the ages of 30-49, and there is an even distribution of employees in the age ranges of 30-39 and 40-49.
- Thirty-nine percent have been with the agency 2-4 years. Only 28% have five or more years of tenure with TYC.
- Because of this age and tenure distribution, training, management development, and succession planning will be important strategies in the TYC Workforce Plan.

Figure 19 expresses the overall agency utilization of minorities and females compared to the available civilian workforce within the state. TYC employment of African-American, Hispanic-Americans, and females is higher than their overall statistical availability.

### EMPLOYEE TURNOVER

TYC, as all other state agencies, has experienced high turnover (See Figure 20). However, TYC was particularly affected by dramatic growth. From 1994 to 1999, TYC opened seven new facilities. Since 1999, however, there has been a steady decrease in turnover rates, and the agency ended FY 2001 with a turnover rate of 26.4% for all employees, and 32.8% for Juvenile Correctional Officers (JCO).

#### Length of Service

The highest turnover at TYC occurs in Juvenile Correctional Officer (JCO) staff within the first six months of employment. More than half do not reach two-year tenure. This unusually high turnover rate is attributable to the challenging nature of the Juvenile Correctional Officer work. Constant supervision of and interaction with delinquent youth is demanding and stressful work. Consequently, many new employees discover within their initial six months of employment that they are not suited for this type of work.

The JCO turnover rate does stabilize once a two-year tenure is reached. However, TYC expects to see another increase in turnover when more tenured staff become eligible for retirement. See Figure 23.

#### Age

The turnover rate for employees under the age of 30 is 52.09%, the highest turnover rate of all age groups in TYC. The age group with the second highest rate of turnover is over 60 at 41.1%. which is to be expected of this particular age group due to retirement. However, the overall turnover rate for employees under 40 is 80.66%, which comprise 48% of the total TYC workforce. TYC will have to focus its efforts on developing and retaining this particular age group.

### RETIREMENT ELIGIBILITY

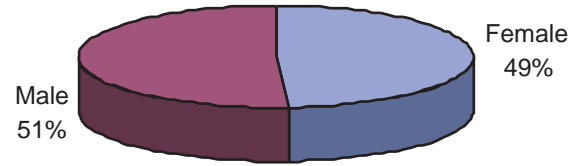
Over the next five years, 80% of TYC's management level employees will be eligible for retirement resulting in a critical loss of institutional knowledge, key positions, and expertise. In anticipation of this occurrence, management development and succession planning will become important elements of the TYC workforce plan.



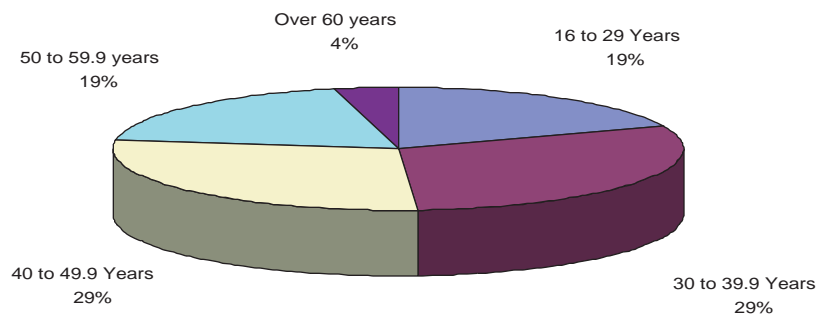


## Appendix E

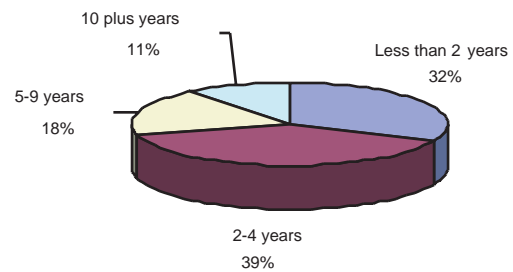
FIGURE 18 TYC WORKFORCE BREAKDOWN



BREAKDOWN BY GENDER



BREAKDOWN BY AGE

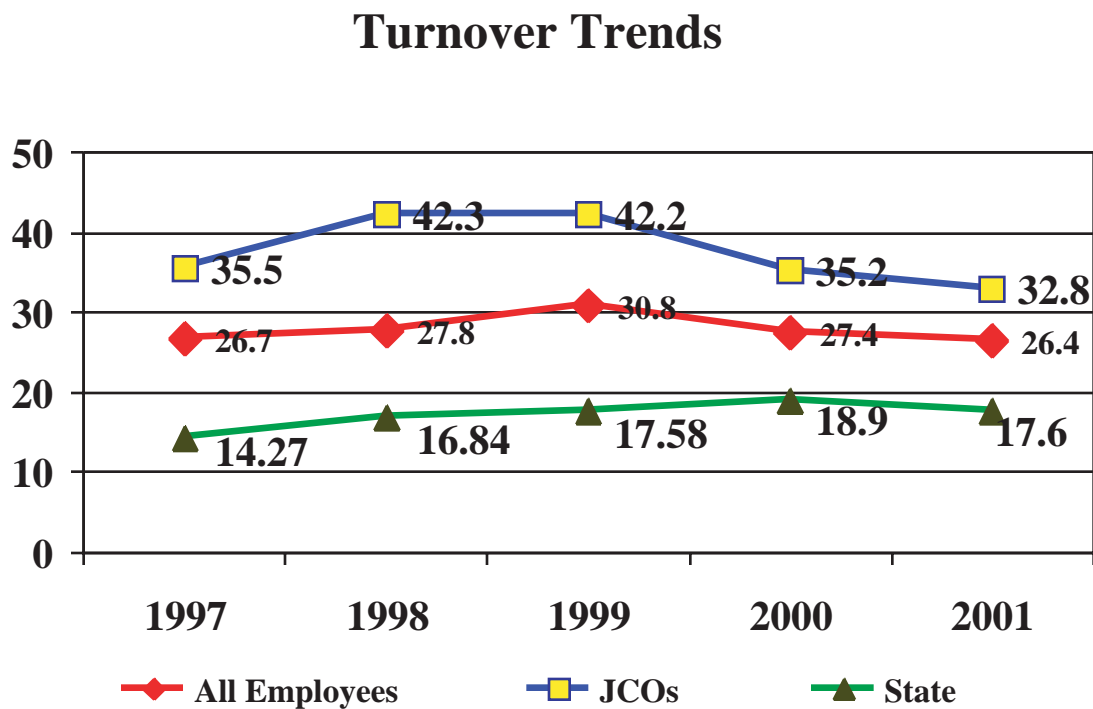


BREAKDOWN BY TENURE

FIGURE 19 TYC JOB CATEGORY STATISTICS

Job Category	African-American		Hispanic-American		Females	
	TYC % Employed	State % Available	TYC % Employed	State % Available	TYC % Employed	State % Available
Officials, Administration	15%	3.7 %	7.5 %	10.00 %	31.3 %	30.00 %
Professional	21.1 %	8.7 %	14.3 %	9.3 %	51.6%	46.3 %
Technical	0.0 %	13.2 %	0.0 %	16.4 %	0.0 %	39.7 %
Para-Professional	38.1 %	28.5 %	22.7 %	28.5 %	69.9 %	55.6 %
Administrative Support	17.0 %	19.2 %	18.1 %	21.6 %	91.3 %	81.3 %
Skilled Craft	0.0 %	10.0 %	16.7 %	24.3 %	0.0 %	16.7 %
Service and Maintenance	24.0 %	28.9 %	20.7 %	36.3 %	45.6 %	20.5%
Protective Services	48.7 %	16.8 %	17.5 %	19.4 %	41.1 %	19.4 %

FIGURE 20 TYC EMPLOYEE TURNOVER TRENDS



**FIGURE 21 TYC LENGTH OF SERVICE STATISTICS**

	<b>TYC Turnover</b>	<b>State Turnover</b>	<b>% of TYC Employees</b>	<b>% of State Employees</b>
Less than 2 years	61.91 %	54.63 %	32 %	21.27 %
2-4 years	15.22 %	20.38 %	39 %	22.71 %
5-9 years	8.42 %	14.96 %	18 %	27.46 %
10-14 years	8.40 %	5.39 %	11 %	13.03 %

**FIGURE 22 TYC AGE STATISTICS**

	<b>TYC Turnover</b>	<b>State Turnover</b>	<b>% of TYC Employees</b>	<b>% of State Employees</b>
Under 30 years	52.90 %	33.53 %	19 %	15.68 %
30-39 years	27.76 %	26.59 %	29 %	7.68%
40-49 Years	19.68 %	18.42 %	29 %	30.81 %
50-59 Years	17.54 %	15.95%	19 %	21.58 %
60 years and over	41.14 %	5.27 %	4 %	4.07 %

The following chart (Figure 23) examines the numbers. If the agency hires no other employees, the projected attrition predicts that 5,439 will leave the agency by fiscal year 2005. Of that number, 273 (5.58%) will be due to retirement, and 5,166 (94.9%) will be due to other reasons.

## Future Workforce Profile

As stated throughout this document, the Texas Youth Commission experienced a period of rapid expansion from 1994 to 2000, when TYC more than doubled its workforce. This expansion presented a unique challenge in terms of attracting and retaining a qualified workforce, since seven new facilities had been opened in remote locations. It was especially difficult to attract and retain professionals such as psychologists, caseworkers, and teachers. This challenge remains.

TYC found that rapid expansion put a strain on our existing pool of qualified and seasoned managers. After several veteran managers were relocated to the seven new facilities, TYC lacked employees with sufficient management skills to replace the veterans. This remains an issue today. In addition, most of the agency's managers will be eligible for retirement in the next five years.

TYC does not anticipate any changes in its strategies that will affect its workforce. However, TYC recognizes that rapid expansion, coupled with the impending retirement of veteran managers, has created workforce issues that must be addressed. TYC has already begun to develop and implement various solutions.

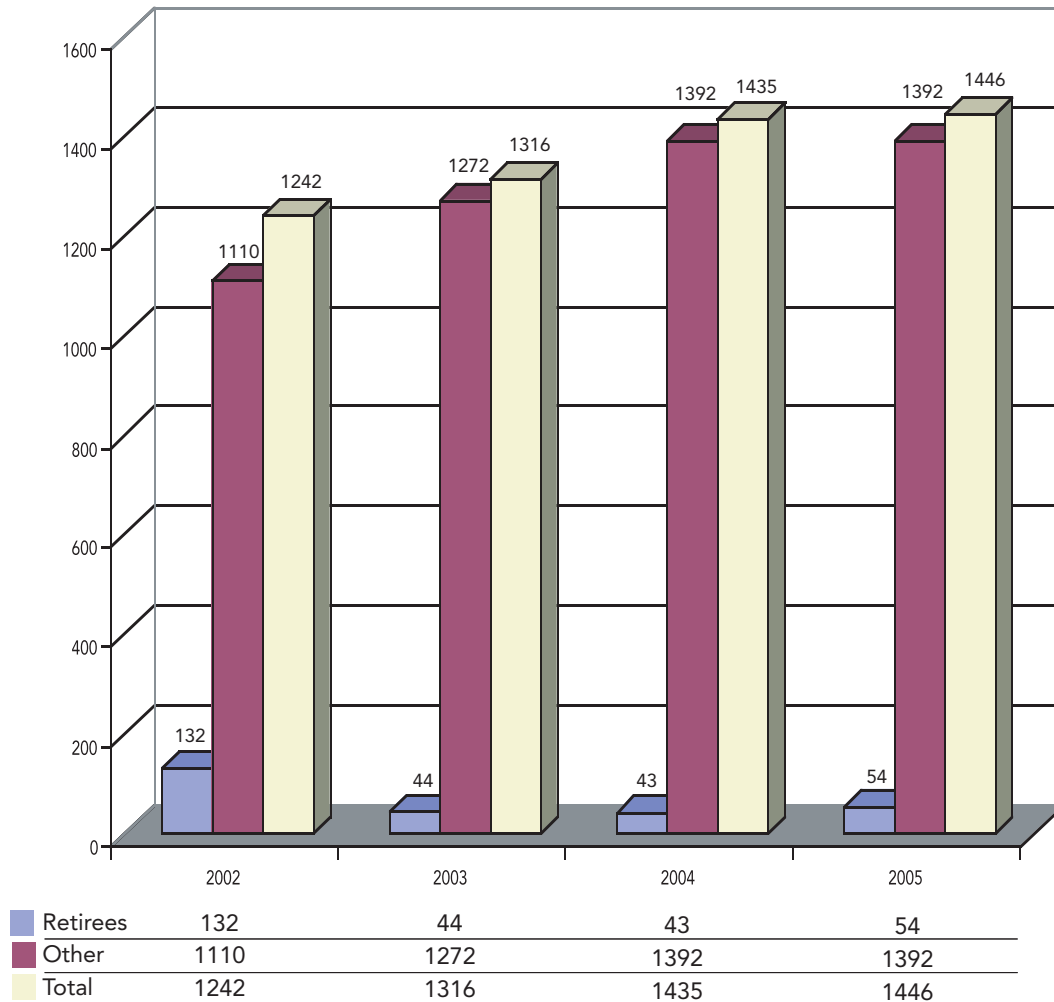
## CRITICAL FUNCTIONS

The main functions of TYC are to protect the public, habilitate committed youth to become productive citizens, provide rehabilitation, treatment, and to assist in delinquency prevention. The agency's most critical function is delivery of its comprehensive rehabilitation program called Resocialization. The four cornerstones of Resocialization are correctional therapy, education, work, and discipline training. Delivery of these components requires well-trained Juvenile Correctional Officers, caseworkers and psychologists, certified and experienced teachers, and experienced managers.

## EXPECTED WORKFORCE CHANGES

- Increase in vacant management positions
- Increased demand for licensed treatment professionals
- Increased demand for teachers with priority and multiple certifications

**FIGURE 23 PROJECTED ATTRITION 2002-2005**



#### ANTICIPATED INCREASE/DECREASE IN NUMBER OF EMPLOYEES TO DO THE WORK

- No overall increase in expected FTE count.
- Increased demands to be addressed by reallocations of FTEs within the agency.
- Need to recruit, retain, and train agency staff to meet critical function demands.

#### FUTURE WORK SKILLS NEEDED

TYC does not anticipate the need for any additional workforce skills. However, the agency does need to address the current gap in the following essential workforce skills:

- Management skills
- Treatment skills
- Specialized treatment skills (LCDC, RSTOP)

- Database development and maintenance
- Teaching skills (special education, math, reading, ESL)

### Gap Analysis

#### ANTICIPATED SURPLUS OR SHORTAGE OF WORKERS OR SKILLS

After analyzing the workforce information, TYC has determined that there are two main gaps in the agency's workforce supply and demand.

#### Current employees lack critical skills

- Key positions in management are not being targeted for succession planning and management development training, in spite of the gap left by the agency expansion and the anticipated retirement of existing TYC managers.

The Texas Youth Commission has conducted focus groups and has begun development and implementation of several programs to address these issues.

The TYC staff development department has produced an Executive Management Development program, which will utilize a Skills Assessment Profile to identify skill gaps and then provide necessary remedial training.

**The Texas Youth Commission cannot attract and retain qualified licensed or certified treatment professionals.**

- Due to the remote location of TYC facilities and low pay, TYC is not attracting sufficient numbers of licensed treatment professionals (caseworkers, psychologists).
- Many professional treatment employees lack the desired certifications or licenses.

## Strategy Development

### CURRENT EMPLOYEES LACK CRITICAL SKILLS

**Goal:** Develop a well-trained workforce.

**Rationale:** The Texas Youth Commission has learned of the importance of well-trained and competent managers. TYC has taken several steps to address this. However, TYC will need to develop a method of identifying, developing, and mentoring current and future managers to be able to fill key positions. TYC will need to determine the best approach to ensuring that employees in the treatment professions are licensed or certified.

#### Action Step:

- Develop a Succession plan
- Develop a database of employee skills, certification, and education for succession planning.

- Design a seven-track course over a 14 – 21 month-period for present and future leaders in public service called Certified Public Manager Program.
- Implement an agency-wide entry-level management supervisory development program.
- Implement employee training programs that are job-related and meaningful.

### THE TEXAS YOUTH COMMISSION CANNOT ATTRACT AND RETAIN QUALIFIED LICENSED OR CERTIFIED TREATMENT PROFESSIONALS.

**Goal:** Develop pay and certification incentives to recruit and retain treatment professionals.

**Rationale:** The Texas Youth Commission must be creative in its approach to the recruitment and the retention of qualified licensed or certified treatment professionals, particularly in remote TYC facilities. TYC will focus its efforts on maintaining or developing and implementing specialized recruitment efforts and rewarding employees for licenses/certification.

#### Action Steps:

- Implement an aggressive recruitment program for specialized treatment positions.
- Develop a new career ladder for caseworkers, which will monetarily reward employees with specialized licenses (LCDC, RSTOP, ACP,) and degrees.
- Continue to administer Continuing Education Unit (CEU) Programs to provide agency staff with continuing education credit toward clinical licenses for appropriate training experiences.
- Enhance the existing Educational Assistance Program to provide an avenue for teachers and caseworkers to obtain certification/licenses in areas critical to TYC's mission.



## Appendix F: Survey of Organizational Excellence

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The Texas Youth Commission has participated in the "Survey of Organizational Excellence" (SOE) since its inception. We regard this survey as a valuable guide that supports ongoing management efforts to improve work environments, employee moral, and overall agency performance.

*The 2001 SOE results support the following conclusions:*

- TYC is currently performing at or above all current benchmarks for organizations of similar size (1,001 – 10,000 employees) or with similar mission (Public Safety / Criminal Justice.) This suggests that overall work environments of TYC compare favorably to those of analogous organizations.
- Of responding employees, 87 percent endorsed that they plan to be working for TYC two years in the future. According to the Survey of Organizational Excellence Data Summary Report, this figure is "higher than average" for participating agencies.
- Construct scores in excess of 300 indicate that employees perceive the issue in a more positive than negative light. In 2001, 16 of 20 constructs scored in excess of 300 compared to 7 in 1999. This suggests overall broad-based improvements in workplace-related perceptions of TYC employees.
- Constructs that notably improved between 1999 and 2001 include:
  - Increased perception of "equal opportunity" in the workplace;
  - Enhanced sense that work settings are safe and/or pleasant;
  - Greater sense of personal empowerment;
  - Improved access to information;
  - Reduced feelings of "burnout";
  - Reduction in reports of job-related stress, and;
  - Increased job satisfaction.
- Only one construct showed significant absolute

decline between 1999 and 2001 – "competitiveness of the total compensation package." However, additional questions were added to the "compensation construct" in 2001. Thus, 1999 and 2001 compensation results may not be fully comparable. Moreover, item-by-item of comparison questions appearing in both surveys suggest that compensation-related employee satisfaction may not have experienced real decline. Nevertheless, compensation remains an issue with many TYC employees.

- Three constructs, "Supervisor Effectiveness", "Team Effectiveness", and "Internal Communications", scored slightly below 300 indicating that, on balance, employees view these constructs in somewhat more negative than positive light. These issues are thematically related, and suggest a need for identifying, as a first step toward remedying, the causative factors that underlie this reporting pattern.

Focusing on areas indicated by the survey as sources of employee dissatisfaction, TYC's Human Resources Division will work to improve areas of dissatisfaction through the Human Resource Management plan. This plan is developed in accordance with Article V of S.B.1 of the 77th Legislature, 1999, and is approved by TYC Executive leadership. The Division will try to enhance working conditions and employee satisfaction by seeking employee input through focus groups and assessments, advocating for employees with the legislature, and presenting training aimed at improving supervisory and team effectiveness, and internal communications.

TYC is dedicated to self-evaluation and will continue to work on all areas identified as core constructs within the survey's results. The agency concurs with the Governor that this survey "will help each state agency, the Executive and Legislative offices of the State to identify areas of strengths and weakness and set goals for the continuous improvement of services to our citizens."





# Appendix G:

## Information Resources Strategic Plan

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### Introduction

The Texas Youth Commission Information Resources Strategic Plan is based on the agency's goals, objectives, and strategies and the State Strategic Plan for Information Resources. The agency Information Resources Strategic Plan represents the agency's plan for implementing state information resources goals in the context of implementing the TYC mission. With changes in technology have come many opportunities for TYC's Information Resources Division to provide improved services that support agency strategic initiatives and legislative mandates. This focus can be seen in the information goals, objectives, and strategies identified in this plan.

In the past several years, the Information Resources Division has placed increased emphasis on soliciting customer input in order to tailor its services in ways that will support the agency's efforts in the areas of protection, productivity, rehabilitation, and prevention. This emphasis has become increasingly important due to tremendous agency growth in the last five years. This increase in the number of youth being served and the number of staff providing services has resulted in increased demands for timely and accurate information statewide. The current Information Resources Strategic Plan represents the continuing efforts to provide a high level of service to our customers.

In order to provide the support necessary for the agency to carry out its mission, the Information Resources Strategic Plan includes several initiatives. Several of the initiatives are underway and they will continue to be the focus of information resources efforts for the next biennium and beyond. As part of maintaining the information technology required for the efficient delivery of information, at least four initiatives will be required.

First, it will be necessary to provide services to the facilities that are expanding. This effort likely will carry over into the next budget cycle. Second, the agency has developed an equipment replacement cycle to replace obsolete equipment and software, upgrade equipment, and replace infrastructure components at older facilities. This equipment includes workstations, telecommunications and all underlying infrastructure. The agency has attempted to implement this replacement cycle for several biennium but funding has not been forthcoming. Third, it will be important to continue the upgrade of radio systems to comply with FCC requirements and standards by FY2005. This radio replacement is half complete and funding will be required to totally complete the project, or the agency will be in non-compliance with the FCC. Finally, the agency will continue to expand use of the inter/intranet environment as a resource for distributing information to the citizens of Texas and TYC staff.

### Goals, Objectives, Strategies, and Programs

**Goal A: To ensure the privacy, security, integrity, and relevance of agency information and information systems.**

Goal A represents a critical responsibility of the agency to protect the confidentiality of information on juvenile offenders. TYC takes this responsibility very seriously. As a result, this goal represents a major focus of efforts to ensure that these data are accurate, private and secure from unauthorized access. This goal impacts the agency goal of Protection, Productivity, and Rehabilitation.

This goal directly supports State Goal 3 (Stewardship of Information) by focusing efforts on maintaining and complying with policies on information security and privacy.

**Objective:** A.1 – Collect, store, and use data to ensure its security and privacy.

**Strategy:** A.1.1 – Maintain and communicate security policies and standards to agency employees.

**Strategy:** A.1.2 – Implement standards and procedures to prevent unauthorized access to agency information technology at all levels.

**Strategy:** A.1.3 – Maintain an up-to-date disaster recovery and business continuity plan for information technology.

### **Goal B. To contribute to the statewide justice information sharing efforts.**

Goal B contributes to service delivery in all agency goal areas by increasing the efficiency and accuracy of data exchange with other justice agencies. Currently, the vast majority of this exchange is via paper records. Electronic exchange is not only faster but it eliminates one opportunity for data entry errors to occur.

This goal supports State Goal 1 (Transformation of Government) for government entities to work towards integrating or sharing data as appropriate, and eliminate duplicate data entry by multiple entities.

**Objective:** B.1 – Participate in the Texas Justice Information Integration Initiative.

**Strategy:** B.1.1 – Contribute to the development of interagency data exchange standards.

**Strategy:** B.1.2 – Provide access to legally authorized information for personnel from other agencies.

### **Goal C. To assist the agency in performance of its mandates and missions through the use of information technology.**

Goal C also contributes to service delivery by providing the information required for day-to-day operations in the areas of protection, education, and treatment 24 hours a day, seven days a week. As such, this goal impacts the agency goal of Protection, Productivity, and Rehabilitation. It also contributes to improved management accountability and information--based decision making.

This goal directly supports State Goal 2 (Information Management Practices) for enhancing agencies' performance through the appropriate use of information resources.

**Objective:** C.1 – Provide information systems that meet agency needs.

**Strategy:** C.1.1 – Assess agency information needs.

**Strategy:** C.1.2 – Establish procedures to identify, categorize, and prioritize internal and external information needs.

**Strategy:** C.1.3 – Maintain stable technology that provides for the efficient delivery of information.

## Databases and Applications

### DATABASES

<b>Name:</b>	<b>Correctional Care Systems</b>
<b>Description:</b>	Tracking and medical records system of youth committed to TYC. Primary users are direct and indirect staff involved in youth management.
<b>Type:</b>	Mainframe
<b>Size:</b>	25 GB
<b>GIS:</b>	No
<b>Sharing:</b>	UTMB – weekly e-mail data attachment. CJPC – weekly data transfer initiated by CJPC PRS – monthly data transfer of youth records
<b>Future:</b>	Modification and enhancements to existing systems
<b>Name:</b>	<b>Financial Systems</b>
<b>Description:</b>	Accounting, warehouse, fixed assets and student banking systems. Primary users are administrative and support staff.
<b>Type:</b>	Mainframe
<b>Size:</b>	10 GB
<b>GIS:</b>	No
<b>Sharing:</b>	Comptroller – daily data and report transfers Internal Revenue Service – yearly 1099 data transfer
<b>Future:</b>	Modification and enhancements to existing systems

<b>Name:</b>	<b>Email System</b>	<b>Name:</b>	<b>Human Resources Information System</b>
Description:	Electronic Messaging System. Primary users are all personnel that have been approved for email access.	Description:	Personnel data and reporting. Users are all TYC employees.
Type:	Server	Type:	Server
Size:	50 GB	Size:	20 GB
GIS:	No	GIS:	No
Sharing:	Primary mode of electronic transmission of messages and documents both internally and externally	Sharing:	No
Future:	Upgrades of both hardware and software as needed.	Future:	Routine hardware and software upgrades.
		Applications	(The applications themselves take up very little space. Therefore, size is not included as a characteristic for applications.)
<b>Name:</b>	<b>TYC Grievance and Complaint Systems</b>	<b>Name:</b>	<b>Correctional Care System</b>
Description:	Youth and employee complaint/grievance management system. Users are staff involved in legal services and youth rights, and juvenile corrections managers.	Description:	CCS is a case management and service delivery system, providing comprehensive tracking for placement of youth, education and incidents. Primary users are direct and indirect staff involved in youth management.
Type:	Server	Type:	Data Warehouse
Size:	2 GB	GIS:	No
GIS:	No	Sharing:	TDCJ – Online inquiry.
Sharing:	No		Interstate Compact reports are shared with other states using mail, fax and e-mail. County probation departments – online inquiry and entry.
Future:	Enhancements and modifications as needed.		Contract care facilities – online inquiry and entry.
<b>Name:</b>	<b>Automated Procurement System</b>	Future:	Modifications and enhancements.
Description:	Tracking for purchasing agency equipment and services. Users are designated Central Office staff and Business Services/Purchasing staff.	<b>Name:</b>	<b>Medical Records System</b>
Type:	Server	Description:	Tracks medical information for youth including: medical history, medication and suicide risk.
Size:	2 GB		Primary users are infirmary staff and Central Office Health Services staff.
GIS:	No	Type:	Data Warehouse
Sharing:	No	GIS:	No
Future:	Function will be replaced by E-Procurement hosted by GCS.	Sharing:	UTMB
<b>Name:</b>	<b>Vehicle Fleet Management System</b>	Future:	Replacement by the UTMB medical records system.
Description:	Tracks fleet maintenance. Users are Fleet Administrator and staff.	<b>Name:</b>	<b>Interstate Compact for Juveniles System (ICJ)</b>
Type:	Hosted by GSC	Description:	ICJ tracks TYC youth that live in other states and youth in corrections from other states
Size:	1 GB		
GIS:	No		
Sharing:	GSC		
Future:	Up to host agency.		



## Appendix G

	that reside Texas. Also handles youth that only need supervision in or out of Texas. Primary users are ICJ staff responsible for arranging placement, movement, and tracking of ICJ youth.	GIS: Sharing: Future:	No Comptroller's Office (USAS) Modifications and enhancements
Type: GIS: Sharing: Future:	Data Warehouse No Reports are shared with other states Modifications and enhancements	<b>Name:</b> Description:	<b>Fixed Assets System</b> Central Inventory of TYC's fixed assets. Records and tracks transfers and disposition of fixed assets. Primary users are business managers and Finance Department asset management staff.
<b>Name:</b> Description:	<b>General Accounting System</b> Financial system for TYC. Processes all vouchers, budget, warrants, grants, encumbrances and supply costs. Primary users are business managers and Finance Department staff.	Type: GIS: Sharing: Future:	Data Warehouse No Comptroller's Office (USAS) Modifications and enhancements
Type: GIS: Sharing: Future:	Data Warehouse No Comptroller's Office (USAS) Modifications and enhancements	<b>Name:</b> Description:	<b>Human Resources Information System</b> Personnel data and reporting, and employee portal to own records. Users are all TYC employees. Human Resources.
<b>Name:</b> Description:	<b>Warehouse Inventory System</b> Inventory system for TYC. Records receipts, issues, returns and transfers. In addition, it is an on-line ordering system that selects orders and records approval of orders. Primary users are business managers, warehouse managers, and Finance Department staff.	Type: GIS: Sharing: Future:	No No Modifications and enhancements
Type: GIS: Sharing: Future:	Data Warehouse No No Modifications and enhancements	<b>Name:</b> Description:	<b>Data Management and Statistical Control System</b> Duplicate of correctional care database used in statistical analysis and reporting. Primary users are Central Office reporting and research staff. Parts of the application are used by all TYC staff.
Type: GIS: Sharing: Future:	Data Warehouse No No Modifications and enhancements	Type: GIS: Sharing: Future:	Data Warehouse No No Modifications and enhancements
<b>Name:</b> Description:	<b>Student Banking System</b> Trust account for youth that issues checks, deposits, cash-holds, adjustments and cancellations, balances, and provides a history for accounts. Primary users are business manager accounting clerks, Halfway House fiscal coordinators, and Finance Department staff.	<b>Name:</b> Description:	<b>TYC Grievance and Complaint Systems</b> Youth and employee complaint/grievance management system. Users are agency managers, Youth Rights Specialists, and Legal Services Staff.
Type:	Data Warehouse	Type: GIS:	Data Warehouse No

Sharing:	No
Future:	Modifications and enhancements
<b>Name:</b>	<b>Vehicle Fleet Management System</b>
Description:	Managing vehicle maintenance. Users are business managers.
Type:	Management system
GIS:	No
Sharing:	GCS reports
Future:	Modifications and enhancements
<b>Name:</b>	<b>Automated Procurement System</b>
Description:	Tracking for purchasing agency equipment and services. Users are business managers, fiscal coordinators, and purchasers.
Type:	Procurement system
GIS:	No
Sharing:	No
Future:	Function will be replaced by E-Procurement.

## Information Resources Management Organizations, Policies, and Practices

### PRIORITIES

The agency has implemented user groups to address information needs at a direct user level. Currently, four user groups have been established: Correctional Care (youth information), Finance, Education and Web User Groups. These user groups identify unmet information needs and make recommendations regarding priority for individual projects. With input from direct users through executive management, the Information Resources Division ensures that its efforts are in line with agency priorities.

### PLANNING

The Information Resources Strategic Plan is based on two sources: the Agency Strategic Plan and State Strategic Plan for Information Resources. The Agency Strategic Plan provides the vision, agency goals, and needs assessment, to which the Information Resources Strategic Plan contributes. The State Strategic Plan for Information Resources provides a framework for statewide initiatives that require coordination of various agencies.

Development of the agency's Information Resource plan involves participation by the Information Resource Manager as a member of the agency strategic planning committee. The members of this committee represent all agency functions. The process involves close coordination between the project managers for the agency plan and the information resources plan. The full strategic planning committee then reviews the information resources plan to ensure that it supports the goals and objectives in the agency plan. The final step is approval by the Executive Committee. The Information Resource Manager is a member of the Executive Committee.

Information Resources planning is under the direct authority of the TYC Information Resources Manager (IRM), who reports to a Deputy Executive Director. Information Resources planning is completed with the very close input and involvement of TYC executive management, who is continually apprised during all phases.

### QUALITY ASSURANCE

The Information Resources Management Act requires each state agency to develop and implement its own internal quality assurance procedures. DIR recently made available guidelines and materials to help agencies develop their procedures for quality assurance.

TYC has an agency Project Management Process based on the procedures outlined in the DIR Quality Assurance Team materials and as described in the Guidelines for Major Information Resource Projects. This process includes a set of quality control procedures for testing major application functionality developed prior to publication of the DIR procedures.

### PERSONAL COMPUTER REPLACEMENT SCHEDULE

TYC has established a five-year life cycle for replacement of all computer and telecommunications infrastructure based on recommendations by the Department of Information Resources. This five year cycle for PCs is two years longer than DIR's recommended three years; however, funding in previous biennium to meet the replacement cycle has been recommended by the LBB but not funded in appropriations.

### PROCUREMENT

The agency uses the QISV Purchasing Program to purchase automated information systems products

and or services. GSC makes this approved vendor list available so that agencies can purchase using an efficient, cost-effective, and competitive procurement method. As noted earlier, TYC uses a longer life cycle than DIR recommends. One positive result is that it becomes advantageous to purchase rather than lease since the greatest cost/benefits come from adhering to life cycle industry standards. When appropriate, the agency consults DIR's "Guidelines for Lease vs. Purchase of Information Technologies" to evaluate the appropriateness of purchasing.

### **BUSINESS CONTINUITY PLAN/DISASTER RECOVERY PLAN**

TYC has a Business Continuity Plan (BCP) that includes Disaster Recovery. The BCP follows the standards set forth in the Texas Administrative Code, Title 1, Part 10, Chapter 202, Rule 202.2 (to be adopted in May 2002). The agency, Information Resources Division and Risk Management contributed to and support this plan. The BCP covers all functions of the agency and documents actions to be taken in the event of a major interruption of agency services. Disaster recovery services for main-frame data are contracted with the WTDROC. TYC also contracts for disaster recovery support services

for telecommunications lines (including both voice and data).

### **DATA CENTER OPERATIONS**

The agency operates a data center that is the hub of a statewide data and video-conferencing network encompassing more than 40 remote sites. It is the source for all information that is used for daily operations and management oversight and decision-making.

### **STANDARDS**

TYC is an active participant in statewide groups addressing a wide variety of information resources issues. We attend DIR briefings on security, proposed initiatives, web standards, and SACC information resources subcommittee meetings. When new procedures and standards are introduced in draft form, we review them, evaluate agency operations in light of the proposals, and provide feedback on their implementation. In the majority of cases, TYC is in compliance when new standards become effective. The agency strives to remain current regarding developments in the information resources area.